

**The Dimensions of Touchpoint Consistency Between Multiple Service
Providers and Their Influence on the Customer Experience:
An Experimental Study in the Tourism Industry**



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Preface

It's done! After months of hard work my master thesis is finally done. Completing this thesis has been my biggest school related challenge so far, without any doubt. After a busy period I can say that I have learned a lot and that I am satisfied with the result.

This way I want to thank all the respondents for participating in this research. Their insights and opinions have shaped this thesis as it is today. I am grateful that so many people have been willing to help me finishing my thesis.

In particular, I would like to thank my supervisor Bas Hillebrand and my second examiner Paul H. Driessen for their support and critical feedback. Hopefully I have met your expectations.

Enjoy reading my thesis!

Nijmegen, June 2018

Stijn van Rooij

Abstract

This study is about the dimensions of touchpoint consistency and the relationships between overall touchpoint consistency, customer experience and customer satisfaction. The context of this study is the tourism industry. Literature has shown that dimensions of consistency have only been studied to a limited extent. Therefore in-depth interviews with 90 respondents were held to discover the dimensions of consistency by using an open view without large restrictions from literature. Respondents were asked to relive their city trip in order to investigate consistency. After coding and analysing the interviews, seven different dimensions of consistency were found. These dimensions are sociability, communication, quality, impression, service provider identity, service provider characteristics and coordination. Each dimension is needed to eventually achieve the highest degree of consistency.

Furthermore, the relationships between overall touchpoint consistency, customer experience and customer satisfaction were investigated. The outcomes of the surveys showed that overall touchpoint consistency does not have a significant influence on customer experience. The small sample size is considered to be the reason for this finding which contradicts the literature and expectations. On the other hand, the surveys showed that overall touchpoint consistency does have a significant positive influence on customer satisfaction, with an explained variance of 5,3%.

Table of contents

Chapter 1: Introduction.....	7
1.1 Problem statement.....	7
1.2 Theoretical and managerial relevance	8
1.3 Research question	9
1.4 Structure of the report	9
Chapter 2: Theoretical background.....	10
2.1 Rise of customer experience	10
2.2 Multiple service providers and customer experience.....	11
2.3 Consistency in general.....	12
2.4 Touchpoint consistency.....	13
2.5 Dimensions of consistency	13
2.6 Conceptual framework.....	16
Chapter 3: Methodology	18
3.1 Interviews	18
3.2 Surveys	20
3.3 Sample	21
3.4 Data analysis procedure	23
3.4.1 Factor analysis	24
3.4.2 Reliability analysis.....	28
3.5 Limitations and ethics.....	29
Chapter 4: Results and analysis.....	31
4.1 Results and analysis interviews	31
4.1.1 Coding.....	32
4.1.2 Brainstorming	35
4.1.3 Dimensions	35
4.2 Results and analysis surveys.....	43
4.2.1 Regression analysis.....	43
Chapter 5: Discussion	47
5.1 Contributions to the literature	47
5.2 Practical and managerial implications.....	49
5.3 Overall conclusions.....	54
5.4 Limitations and future research recommendations.....	54
References.....	58

Appendices	63
Appendix A: Interview protocol	63
Appendix B: Survey.....	65
Appendix C: Background information interviews and city trips.....	67
Appendix D: Coding protocol Atlas.ti	75
Appendix E: Factor analysis SPSS	77
Appendix F: Reliability analysis SPSS	88
Appendix G: Codes dimensions of consistency	89
Appendix H: Code trees.....	101
Appendix I: Outcomes surveys	105
Appendix J: Regression analysis SPSS.....	110

Chapter 1: Introduction

In the past few years, creating value for customers in the form of experiences has become increasingly important for managers (Berry et al. 2002, Kumar and Reinartz 2016, Tynan and McKechnie 2009). Creating and managing these experiences is called customer experience management (Lemon and Verhoef 2016, Schmitt 2003). Customer experience management has become important in today's society and is now even a leading management objective (Lemon and Verhoef 2016, Verhoef et al. 2009). In the future, customer experience management will even become the most important attribute of the 1000 globally most innovative firms (Jaruzelski et al. 2011).

A customer experience is the overall response of a customer to the customer journey, which consists of various touchpoints between the customer and a service provider (Berry et al. 2002, Homburg et al. 2017, Meyer and Schwager 2007, Payne and Frow 2004). Because of the focus of this study, the terminology 'service provider' is used in this report to describe a company that creates a customer experience. Touchpoints are points of contact where the customer interacts with the service provider (Berry et al. 2002, Homburg et al. 2017, Meyer and Schwager 2007, Payne and Frow 2004). The customer experience can be explained as the overall response of customers (Meyer and Schwager 2007). Studies have shown that consistency between touchpoints has a positive influence on the overall customer experience (Grewal et al. 2009, Homburg et al. 2017, Lemke et al. 2011, Puccinelli et al. 2009). In other words, if there is uniformity at every touchpoint of the journey, from one and the same service provider towards the customer, then this positively influences the customer experience (Grewal et al. 2009, Homburg et al. 2017, Mosley 2007). Customers appreciate an experience more when the service provider is consistent during the whole journey. This is called touchpoint consistency in this study.

1.1 Problem statement

Most of the studies on customer experience deal with a single service provider affecting the touchpoints and therefore the customer experience. Little is known yet about the customer experience as a result of dealing with multiple service providers. It is unknown whether touchpoint consistency is of importance for multiple service providers as well and it is unknown what the dimensions of touchpoint consistency are in a context with multiple service providers. However, a customer experience delivered by multiple service providers is rather common in today's society. In a lot of fields, like the tourism industry for example, a customer experience is most of the time created by multiple service providers (Crotts et al. 2000, Gopalan and Narayan 2010, Van Riel et al. 2013). Knowing less about the customer experience delivered by multiple service providers results in a

theoretical knowledge gap of an important field; the field of customer experience management (Jaruzelski et al. 2011). Knowing less about touchpoint consistency in general and the dimensions of touchpoint consistency in a context with multiple service providers means a lack of knowledge in the field of consistency. In addition, it means that managers who deal with multiple service providers do not have any guidelines on touchpoint consistency yet in order to create the highest possible level of customer experience. Even worse, it could mean that managers deal with multiple service providers based on guidelines from studies with a single service provider and therefore use the wrong kind of guidelines to create a customer experience. This is troubling because creating a customer experience with multiple service providers is complex; it consists of the involvement of different people, methods and steps during the process (Mosley 2007).

1.2 Theoretical and managerial relevance

In order to create a more solid knowledge base on consistency, on multiple service providers influencing the customer experience and in order to provide guidelines for managers dealing with multiple service providers, this study investigates the customer experience delivered by multiple service providers. This study is both relevant for academics and managers. For academics the knowledge about the impact of multiple service providers and consistency on the customer experience is of importance. Even more important for academics, this study tries to better understand touchpoint consistency and it tries to explore the dimensions of touchpoint consistency. For managers guidelines are of importance in order to create the highest possible level of customer experience when dealing with multiple service providers. These guidelines show managers where they have to focus on when creating the customer experience. This study is a first step for academics and managers to better understand consistency in general and the dimensions of touchpoint consistency in a context with multiple service providers.

The context of this study is the tourism industry. The tourism industry is especially appropriate for a study with multiple service providers because customers get in touch with several different service providers during a holiday or city trip (Crofts et al. 2000, Gopalan and Narayan 2010, Van Riel et al. 2013). Customers get in touch with for example an airline company, a bus company, a hotel and different restaurants. These different service providers combined create the customer experience (Crofts et al. 2000, Gopalan and Narayan 2010, Van Riel et al. 2013). In other words, each service provider has influence on the customer experience (Crofts et al. 2000, Gopalan and Narayan 2010, Van Riel et al. 2013).

In the tourism industry there are a lot of travel agencies that oversee multiple touchpoints and are able to influence other service providers. These travel agencies often offer travel packages or

organized trips. This study is especially relevant for managers of these kind of travel agencies. Guidelines as a result of this study can be used to better organize the travel packages and trips.

1.3 Research question

As said, the goals of this study are to better understand touchpoint consistency in the tourism industry, to explore the dimensions of touchpoint consistency, to enrich the currently existing single service provider knowledge base on touchpoint consistency with knowledge about multiple service providers on touchpoint consistency and to show where managers have to focus on when creating a customer experience with multiple service providers. The research question of this study is therefore twofold and is as follows:

“What are the dimensions of touchpoint consistency in the tourism industry and what is the influence of touchpoint consistency on the customer experience in the tourism industry?”

To be able to answer the research question, in-depth interviews and surveys have been conducted. With the help of interviews insights are collected on touchpoint consistency, its dimensions and its influence on the customer experience in the tourism industry. Surveys have been used to complement the interviews with numbers and to make relationships analysable for statistics programs.

1.4 Structure of the report

The structure of this report is as follows; chapter 2 provides the theoretical background on customer experience and touchpoint consistency and shows the used framework. In chapter 3 the two used research methods are explained. Chapter 4 shows the results of both empirical researches and chapter 5 contains a discussion about the interpretation of the results, the contribution to the literature, practical and managerial implications, the limitations of this study and future research recommendations.

Chapter 2: Theoretical background

2.1 Rise of customer experience

The rise of customer experience management started in the fifties with researchers emphasising how a service provides consumption experience (Abbott 1955) and how important this consumption experience is (Alderson 1957). Almost three decades later the topic customer experience started to receive exponentially more attention when researchers argued for the recognition of experiential aspects of consumption (Holbrook and Hirschman 1982). A couple of years later it was even stated that the experience economy would follow up the service economy (Pine and Gilmore 1999). From these moments on customer experience and customer experience management became very popular research topics, resulting in a lot of knowledge nowadays (Verhoef et al. 2009).

The customer experience is the overall response of customers based on interactions with a service provider (Gentile et al. 2007, Meyer and Schwager 2007, Verhoef et al. 2009). A customer experience is created by a set of interactions between a customer and a service provider (Gentile et al. 2007, Novak et al. 2000, Verhoef et al. 2009). These interactions are named touchpoints and are points of contact and interaction between the customer and the service provider (Berry et al. 2002, Homburg et al. 2017, Meyer and Schwager 2007, Payne and Frow 2004). Touchpoints are individual contacts at different points in the journey where the customer interacts with the service provider (Homburg et al. 2017, Lemon and Verhoef 2016, Patrício et al. 2011, Schmitt 2003). A customer experience is much more than only the evaluation of the buying moment of a product or service; it is the whole journey including touchpoints before and after the buying moment that forms the customer experience (Maklan and Klaus 2011, Patrício et al. 2011). For example; advertising, promotion and word-of-mouth are such touchpoints before the buying moment (Maklan and Klaus 2011). As these three examples suggest, contact between the service provider and the customer can be direct or indirect (Gentile et al. 2007).

The customer experience implies the involvement of the customer and is subjective (Gentile et al. 2007). A high level of customer experience for one customer could be interpreted as a low level of customer experience for another customer. This is because customers differ and can have different needs and wants (Gentile et al. 2007, Puccinelli et al. 2009, Verhoef et al. 2009). Luckily, needs and wants of customers are often the same (Verhoef et al. 2009). Customers having the same needs and wants enables the generalization of the customer experience and it enables the creation of guidelines that apply to the majority of customers. If every customer would have totally different needs and wants, guidelines would not apply to multiple customers and would therefore not be very meaningful.

Influencing the customer experience is important because a higher level of customer experience leads to higher satisfaction and loyalty (Berry et al. 2002, Frow and Payne 2007, Lemke et al. 2011, Verhoef et al. 2009). Higher satisfaction and loyalty in turn lead to higher profitability and long-term relationships (Anderson et al. 1994, Hallowell 1996, Harter et al. 2002). Not every touchpoint can be controlled by the service provider, this makes it even more important to optimize the touchpoints that can be controlled by the service provider in order to positively influence the customer experience and as a result profitability and the length of relationships with customers (Lemke et al. 2011, Lemon and Verhoef 2016, Verhoef et al. 2009).

The customer experience is formed by the assessment of all the touchpoints in different phases of the customer journey (Lemon and Verhoef 2016, Puccinelli et al. 2009, Verhoef et al. 2009). However, assessing the touchpoints is different from just summing up the evaluations of the touchpoints (Lemke et al. 2011, Van Riel et al. 2013). The customer experience is based on the overall value and is not just a simple summation; customers review their customer experience holistically (Lemke et al. 2011, Payne et al. 2008, Verhoef et al. 2009). Touchpoints do not have proportional influence on the customer experience and on top of that touchpoints also influence each other (Klaus and Maklan 2013, Van Riel et al. 2013). For example, a touchpoint with negative value such as contact with an unfriendly lifeguard at the pool of a hotel could be compensated by a touchpoint with positive value that is considered to be more important, such as contact with friendly and helpful reception staff (Van Riel et al. 2013). Being aware of different sizes of influence of touchpoints is essential in correctly assessing the customer experience because the customer experience is normally not just the summation of touchpoints (Chandon et al. 2005, Maklan and Klaus 2011, Sharma and Patterson 2000).

2.2 Multiple service providers and customer experience

As stated before and shown in the previous paragraph, there is a lot of knowledge on customer experience nowadays (Verhoef et al. 2009). However, most studies on customer experience deal with a single service provider that affects the customer experience. The research topic is most of the time one service provider that influences the customer experience in one way or another to perform better. A lot of studies already exist that present guidelines for a single service provider to create a better customer experience (Berry et al. 2002, Grewal et al. 2009, Frow and Payne 2007).

Studies on single service providers are of course very relevant but they are only a part of a larger whole. Another part has systematically been overlooked. This part contains multiple service providers that together create the customer experience. Only a few studies did research on this topic

and guidelines for managers are therefore still mostly unknown. This is rather strange because multiple service providers being a part of a chain is increasingly common (Grant and Baden-Fuller 2004, Stank et al. 2001, Simonin and Ruth 1998). Studies have shown that nowadays value is more and more created together with stakeholders, such as other service providers (Hillebrand et al. 2015). Each service provider adds value and the service providers together form the perceptions of customers and therefore the customer experience (Crotts et al. 2000, Gopalan and Narayan 2010, Van Riel et al. 2013).

Despite the fact that multiple service providers creating a customer experience together is common in a lot of fields, this topic has not yet received the attention it deserved in literature and practice. In practice, managers dealing with multiple service providers do not have guidelines yet to optimize the customer experience. This is remarkable because creating a customer experience with multiple service providers is complex (Mosley 2007). This complexity is a result of multiple service providers having its own people, methods and steps during the creation of the customer experience (Mosley 2007).

It is known that consistency for a single service provider is important, but it is unknown whether this is the same for multiple service providers. Therefore this study goes in depth into touchpoint consistency between multiple service providers and its influence on the customer experience. By explicitly investigating multiple service providers, the existing single service provider knowledge base can be extended with knowledge about multiple service providers. Even more important, with the help of this study managers dealing with multiple service providers finally receive guidelines to optimize the experience for their customers.

2.3 Consistency in general

Consistency is a concept that originally comes from the psychological literature (Abelson 1983). The psychological literature uses different words to describe consistency; other frequently used words are congruity, balance or symmetry. Consistency theories claim that people strive for a balanced state of cognitions and behaviours (Festinger 1957, Korman 1976, Lopez 1992, McGuire 1960). This main idea is generally accepted in the literature but some researchers go even further; Festinger (1957) describes cognitive consistency as a psychological need that is as basic as hunger and thirst (Gawronski 2012). The theory of Festinger (1957) is well-known in the consistency literature. Festinger (1957) assumes that “inconsistent cognitions produce an aversive feeling or dissonance, which motivates people to reduce the underlying inconsistency and to maintain a state of consonance” (Gawronski and Strack 2012, p. 1). In other words, in order to overcome uncomfortable feelings people search for consistent cognitions. This is a result of people having a tendency for

symmetry, congruity, balance or consonance (Kumpf and Götz-Marchand 1973). Consistency theories find their origin in the Gestalt Theory. Gestalt is German for 'pattern' or 'shape', although according to Rock and Palmer (1990) the word 'configuration' comes closer to its intended meaning. Gestalt could also be translated as 'unified whole', which is in line with the word 'configuration' (Smith 1988). To conclude, Rock and Palmer (1990) state that according to the Gestalt Theory "the whole is different from the sum of its parts" (Rock and Palmer 1990, p. 84).

The opposite of consistency, inconsistency, is often referred to as imbalance or dissonance (Festinger 1957, Trepte 2008). As mentioned, according to literature inconsistency is unpleasant and should therefore be reduced (Trepte 2008). This is because people search for balance; imbalance produces intrinsic discomfort according to renowned literature by Abelson (1983), Cartwright and Harary (1956) and Heider (1958).

2.4 Touchpoint consistency

It is known that consistency is of importance when trying to create the highest possible level of customer experience in a setting with a single service provider (Grewal et al. 2009, Homburg et al. 2017, Lemke et al. 2011, Puccinelli et al. 2009). This study however is about the influence of consistency when dealing with multiple service providers. In this study, consistency means that touchpoints are coherent with each other, form a unified whole and that there is an absence of contradictions between the touchpoints (Homburg, et al. 2017, Grewal et al. 2009, Nguyen et al. 2018, Smith 1988, Zhou et al. 2004). According to literature on consistency in the field of single service providers, consistency ensures that customer responses will be better and that the customer experience will be of a higher level (Grewal et al. 2009, Homburg et al. 2017, Mosley 2007). Consistency adds value and increases customer liking, trust and loyalty (Aaker 1996, Ghodeswar 2008, Nguyen et al. 2018, Schmitt and Simonson 1997). This is at least the case with single service providers. Consistency is often determined by little things that make a big difference in the customer experience (Grewal et al. 2009). This study tries to investigate what these little things are for multiple service providers in the context of the tourism industry.

2.5 Dimensions of consistency

There are only two studies that have formulated dimensions of consistency, as far as the researcher of this study knows. According to the first study, of Homburg et al. (2017), the dimensions of consistency are design language (Simões et al. 2005), interaction behaviour (Sousa and Voss 2006), communication messages (Kitchen and Burgmann 2004) and process/navigation logic (Banerjee 2014). Homburg et al. (2017) based their dimensions on the studies mentioned in brackets. However,

Homburg et al. (2017) did not specify the dimensions of consistency any further. Therefore the researcher of this study came up with own explanations with the help of the mentioned studies, which can be seen in table 1. Homburg et al. (2017) did not specify why particularly these dimensions are of importance and why these dimensions together would create a certain degree of consistency. Because of this lack of explanation and operationalization and because the researcher of this study thinks that the dimensions mentioned by Homburg et al. (2017) are very similar to each other and do not exclude each other, these dimensions are only used as a source of inspiration and to better understand consistency in general. The limited study of Homburg et al. (2017) about the dimensions of consistency only strengthens the need to better understand the dimensions of consistency.

The second study that has formulated dimensions of consistency is the study of Nguyen et al. (2018). Nguyen et al. (2018) did research in the field of brand portfolios and have used the words 'consistency' and 'coherence' interchangeably in their article. According to them, the dimensions of consistency are design coherence, personality coherence and status coherence (Nguyen et al. 2018). Coherence in their study is formed by different brands that together create a certain degree of consistency. All three dimensions are essential in creating a consistent message according to Nguyen et al. (2018). In contrast to Homburg et al. (2017), it is known that Nguyen et al. (2018) based their dimensions on theoretical and empirical findings. Besides, compared to the study of Homburg et al. (2017), the three dimensions by Nguyen et al. (2018) are much less similar to each other and are clearly about different parts of consistency according to the researcher of this study. Therefore more value is attached to the study of Nguyen et al. (2018). However, the dimensions were investigated in a context that is different from the context in this study. As a result also these dimensions are only used as a source of inspiration and to better understand consistency in general.

Table 1 visualizes the dimensions of consistency by Homburg et al. (2017) and Nguyen et al. (2018) and provides explanations for the dimensions.

Dimension	Study	Explanation
Design language	Simões et al. (2005)	Design language is about consistency in designing the corporate identity based on a company's mission, values, goals, brand and image. Design language improves the visual identity.
Interaction behaviour	Sousa and Voss (2006)	Interaction behaviour is about consistency across multiple channels. The interactions need to be integrated; there has to be content consistency and process consistency. Content consistency is about information and process consistency is about process attributes.
Communication messages	Kitchen and Burgmann (2004)	Communication has to be consistent; all messages from different channels should strengthen the image and brand in an integrated way.
Process/navigation logic	Banerjee (2014)	Process/navigation logic consists of consistency in terms of channel-service configuration; whether there are different channels and whether the channel combinations are appropriate.
Design coherence	Nguyen et al. (2018)	Design coherence consists of consistency between brands in terms of brand-image elements such as logos, colours, shapes and styles. In other words, how the brands appear to the customer. Design coherence also involves consistency in terms of product features, design, style and aesthetics through uniformity of design. Design coherence improves the impact of the visual identity.
Personality coherence	Nguyen et al. (2018)	Personality coherence reflects the extent to which personalities of a brand fit with one another well enough to communicate a consistent message. The personalities are based on human characteristics. There is personality coherence when brands have a connection in culture and DNA. Personality coherence improves the impact of the symbolic identity.
Status coherence	Nguyen et al. (2018)	Status coherence indicates consistency across brands in terms of quality, prestige and reputation. Status coherence improves the impact of the symbolic identity.

Table 1: Dimensions of consistency according to Homburg et al. (2017) and Nguyen et al. (2018)

It is remarkable that Homburg et al. (2017) did not specify the dimensions of consistency any further but it is even more remarkable that there are only two studies that provide dimensions of consistency at all. Consistency is namely widely researched and the terminology is used in a lot of studies. Consistency is not only of importance in the field of customer experience. Consistency has positive effects on customer evaluations in a lot of other fields too, like for example brand

management (Mosley 2007), the online environment (Novak et al. 2000) and marketing (Manser Payne et al. 2017, Payne and Frow 2004, Stuart-Menteth et al. 2005).

With the help of this study, more knowledge can be gathered about the dimensions of consistency. As said, being better able to conceptualize consistency is the largest contribution of this study.

2.6 Conceptual framework

The influence of consistency on the customer experience is investigated; based on literature it is assumed that there is an effect on the customer experience. Multiple definitions of customer experience exist that all have their value. However, not every definition fits this study. This study treats customer experience as an outcome; other studies have treated it like a process or tool (Palmer 2010, Verhoef et al. 2009). Different researchers have compared and combined definitions of customer experience in order to develop a definition that fitted their study (Gentile et al. 2007, Lemke et al. 2011, Verhoef et al. 2009). Lemke et al. (2011) are such researchers; they also treated customer experience as an outcome and therefore their definition almost perfectly fits this study. They define customer experience as “the customer’s subjective response to the holistic direct and indirect encounter with the firm” (Lemke et al. 2011, p. 846).

This definition is suitable because it is about the subjective response and because it treats customer experience holistically. However, the objective of this study is, among others, to provide guidelines for managers. This is only possible if managers can influence the contact. Yet, the shown definition states that contact between the service provider and the customer can be direct or indirect (Gentile et al. 2007, Lemke et al. 2011). Only direct contact can, of course depending on the situation, be controlled by the service provider. Indirect contact cannot be controlled at all by the service provider. Because of the study’s objective a workable definition in this study only considers direct contact.

Furthermore, the definition of Lemke et al. (2011) is about a single company and uses the word ‘firm’. To be consistent with other parts of this study and to make the definition suitable for a study with multiple companies, the word ‘firm’ is changed to ‘service providers’ and the word ‘encounter’ is changed to ‘encounters’. These changes and the previous mentioned change about the types of contact have fine-tuned the definition of Lemke et al. (2011) to the following definition, the one that is used in this study:

“The customer experience is the customer’s subjective response to the holistic direct encounters with the service providers.”

The influence of touchpoint consistency between multiple service providers is investigated. In this study, consistency means that touchpoints are coherent with each other, form a unified whole and that there is an absence of contradictions between the touchpoints (Homburg, et al. 2017, Grewal et al. 2009, Nguyen et al. 2018, Smith 1988, Zhou et al. 2004). This study uses the definition of Homburg et al. (2017) to define touchpoint consistency. As mentioned, Homburg et al. (2017) did not specify the dimensions of consistency any further but on the other hand their overall definition of touchpoint consistency does fit this study. The words ‘multiple service providers’ are added to their rather formal but suitable definition of touchpoint consistency, which is now as follows:

“The direction to define and stick with all major corporate identity elements across multiple touchpoints between multiple service providers for assuring similar loyalty-enhancing experiential responses along customers’ touchpoint journeys.”

Touchpoint consistency between multiple service providers and customer experience together form the following conceptual framework. Based on literature, it is assumed that touchpoint consistency has a positive effect on customer experience.

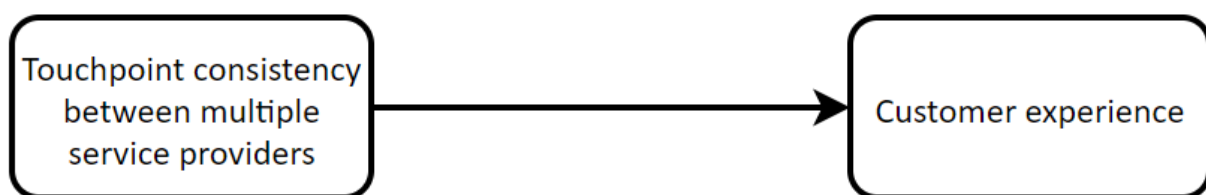


Figure 1: Conceptual framework

As mentioned multiple times so far, literature has shown that consistency between touchpoints delivered by a single service provider has a positive influence on the customer experience (Grewal et al. 2009, Homburg et al. 2017, Lemke et al. 2011, Puccinelli et al. 2009). For this experimental study it is assumed that this influence is the same for multiple service providers; there has been found no reason to think otherwise. As far as the researcher of this study knows, all related scientific articles underlined the positive effect of consistency on the customer experience.

Chapter 3: Methodology

This study used both a qualitative and a quantitative research design to collect information in order to answer the research question. As said, the research question is twofold. The first part of the research question is about finding out what the dimensions of consistency are. This is the core of the study and has been investigated with the help of in-depth interviews. The second part of the research question is about the influence of consistency on the customer experience. It is assumed that consistency has a positive influence on the customer experience based on previous mentioned literature. This part has been investigated with the help of surveys that were integrated in the interviews; during the data collection the research designs were combined into one research design. Three researchers have simultaneously worked with this research design in order to have the largest sample and data set as possible. In the following paragraphs the two research designs are explained.

3.1 Interviews

This study is an experimental study; it is about theory building. As became clear from the previous chapter, only two studies have tried to come up with dimensions of consistency. However, the dimensions of both studies were not used in the research design of this study. The researchers of the first study, of Homburg et al. (2017), did not explain or back up their found dimensions; these dimensions were therefore not perceived as reliable enough by the researcher of this study. The second study, of Nguyen et al. (2018), did research in a different context than explained in this study. As a result both studies were only used as a source of inspiration to better understand consistency.

To gather the most insights on the dimensions of consistency, an open view is most suitable without large restrictions from literature (Hrastinski and Aghaee 2012). Interviews are very suitable for studies with an open view; framing a research can be very minimal in interviews (Devers and Frankel 2000, Hrastinski and Aghaee 2012). This offers respondents the opportunity to give answers in the direction they want to. Such an explorative research design fits this study because of the absence of large restrictions from literature. Literature has only been used to shape the interview questions, not to push respondents into a certain direction. Interviews made it possible to gain insights from different angles and perspectives (Yin 2014). In-depth insights and opinions from different people on consistency were collected in order to answer the first part of the research question. This has been done in a structured way to be able to compare answers afterwards and to make sure every question was asked (Devers and Frankel 2000). An interview protocol was made, which can be seen in appendix A. In the next paragraph the content of the interview protocol is explained.

The central topic of each interview was a city trip. As mentioned before, the context of the tourism industry is especially appropriate for this study because customers encounter touchpoints with different service providers in this industry. This enabled the assessment of touchpoints with different service providers and the assessment of the presence or absence of consistency. City trips were appropriate because of their length and content; it was assumed that the number of touchpoints was enough to investigate consistency and it was assumed that the touchpoints substantially differed from each other. This also proved to be the case. To be able to participate in this study, respondents needed to have been on a city trip. Respondents were asked to tell about their city trip in detail and they were asked to give their opinion on the different touchpoints.

The interview protocol consisted of six parts. The first part contained general information about the interview and survey including a brief summary of the goal of the study. Respondents were told that the goal of the interview was to get a deeper insight in the experience of a city trip. Consistency was not mentioned in the summary; this could have pushed respondents into a certain direction. Respondents were informed that there were no right or wrong answers and that just their opinion counted. Stating this decreased the chance of respondents giving strategically or socially desirable answers. The second part of the interview was about different characteristics of the city trip; questions about the destination and length of the city trip were asked for example. This was asked to get an idea of the city trip. Afterwards during the third part the respondents were asked to tell about the city trip in more detail. Respondents were asked to relive their city trip and to tell about the different touchpoints with service providers. Every touchpoint mentioned by the respondent was questioned separately. Respondents were asked to evaluate the touchpoints and to grade the touchpoints. Grading the touchpoints could be done on a 1 to 7 scale. This scale was used because the numbers 1 to 10 could refer to the educational grading system; respondents could interpret 5,5 as 'sufficient'. The 1 to 7 scale excluded this chance. The fourth part of the interview involved the survey, which is explained in the next paragraph. The fifth part related to the core of this study; this part was about the perceived touchpoint consistency. Respondents were asked whether they thought the touchpoints formed one whole or whether they thought the touchpoints fitted together or matched. Touchpoint consistency was questioned in this way based on the consistency theories of the previous chapter. To get the most information on touchpoint consistency and to fully understand the city trip of the respondents, there was also asked to tell about similarities and differences between the touchpoints. Again, respondents were asked to give an evaluation on a 1 to 7 scale; the number indicated the perception of the respondents on touchpoint consistency. At the end of this part respondents were asked if they could explain the relationship between the grades given in the survey and the grades given to the touchpoints. The six and last part involved questions about gender, age and the educational level of respondents.

3.2 Surveys

At the fourth part of the interview respondents received the survey they were asked to fill in. The design of the survey was determined by the topic customer experience. The surveys were used to make the customer experience analysable with numbers and to be able to ask respondents to compare the grades given to the customer experience and to the touchpoints afterwards. To measure the customer experience, the dimensions of brand experience by Brakus et al. (2009) were used. Their explanation of experience consists of four dimensions; sensory, affective, behavioural and intellectual (Brakus et al. 2009). The four dimensions are stable, internally consistent and reliable according to several tests in the often-quoted article of Brakus et al. (2009). The researchers developed an 12-item brand experience scale which can be seen in table 2.

Dimension	Item
Sensory	This brand makes a strong impression on my visual sense or other senses.
	I find this brand interesting in a sensory way.
	This brand does not appeal to my senses.
Affective	This brand induces feelings and sentiments.
	I do not have strong emotions for this brand.
	This brand is an emotional brand.
Behavioural	I engage in physical actions and behaviours when I use this brand.
	This brand results in bodily experiences.
	This brand is not action oriented.
Intellectual	I engage in a lot of thinking when I encounter this brand.
	This brand does not make me think.
	This brand stimulates my curiosity and problem solving.

Table 2: Items of brand experience by Brakus et al. (2009)

The scale of Brakus et al. (2009) was clear and customizable for this study. Their scale is slightly adapted to fit the context of this study where multiple service providers and city trips were central. The scale was translated from English to Dutch and the topic city trip was added to each item. The adapted version can be found in appendix B as items 1 to 15. Each scale item was measured on a 7-point Likert scale (1 = strongly disagree, 7 = strongly agree). The statements 10, 14 and 15 were made up by the three researchers to strengthen the dimensions behavioural and intellectual.

Customer experience is in this study measured as an outcome and is therefore comparable to customer satisfaction. Customer experience and customer satisfaction have significant overlap; both

topics focus on customer responses and customer appreciation (Anderson et al. 1994, Johnson and Fornell 1991, Fornell 1992). As a result a scale in the field of customer satisfaction was valuable as well after some adjustments. With the help of a customer satisfaction scale, two constructs could be measured in the same survey. This increases the contribution of the survey. A three-item customer satisfaction scale of Homburg et al. (2006) has been used to measure customer satisfaction. This scale was chosen because of its clarity and understandability. Table 3 visualizes the original items of Homburg et al. (2006). The adopted scale of Homburg et al. (2006) can be found in appendix B as the remaining three questions 16 to 18. The first two items were measured by Homburg et al. (2006) on a scale from 'strongly disagree' to 'strongly agree' and the third item was measured on a scale from 'very dissatisfied' to 'very satisfied'. The same values were used in this study.

Construct	Item
Customer satisfaction	All in all, I am satisfied with the CD-ROM tutorial.
	The CD-ROM tutorial compares to an ideal CD-ROM tutorial.
	Overall, how satisfied are you with the CD-ROM tutorial?

Table 3: Items of customer satisfaction by Homburg et al. (2006)

A pre-test has been done to check the quality of the interviews, surveys and scales. Several interviews have been held to check the interview protocol. The interview protocol proved to work and after some minor adjustments the data collection started.

3.3 Sample

In order to collect the most reliable data, not everybody could be a respondent. Respondents needed to have been on a city trip recently. Each respondent had to meet two criteria; he or she must have been on a city trip in the last six months and he or she must have been on a city trip with a length between 2 and 5 days. These two criteria will be explained later on in this paragraph.

In total 90 Dutch respondents have participated in this research; 37 respondents of this total were male, the other 53 respondents were female. Ages differed from 18 to 56 years old. Table 4 outlines the different ages divided into categories.

Age categories	Frequency	Percentage
18 to 24 years old	64	71,1%
25 to 34 years old	14	15,6%
35 to 44 years old	3	3,3%
45 to 55 years old	7	7,8%
Older than 55 years old	2	2,2%
Total	90	100%

Table 4: Age categories

The educational level of the respondents differed from middle school to university. Table 5 shows the distribution of the educational levels of the respondents. A distinction has been made between middle school, vocational school, high school and university.

Educational level	Frequency	Percentage
Middle school	2	2,2%
Vocational school	15	16,7%
High school	39	43,3%
University	34	37,8%
Total	90	100%

Table 5: Educational levels

To be able to do participate, respondents must have been on a city trip recently. Respondents needed to remember their city trip well enough to answer detailed questions about it. The city trip must have taken place in the last 6 months to ensure this. As can be seen in table 6, the majority of the respondents had been on a city trip in March, April or May of 2018, indicating that they should have been able to remember their city trip well enough to answer questions about it. To be sure, respondents were also asked if they could still remember their city trip well enough prior to participating.

Date city trip	Frequency	Percentage
October 2017	4	4,4%
November 2017	5	5,6%
December 2017	12	13,3%
January 2018	6	6,7%
February 2018	3	3,3%
March 2018	12	13,3%
April 2018	31	34,4%
May 2018	17	18,9%
Total	90	100%

Table 6: Date city trip

The second criteria had to do with the length of the city trip. To keep the data analysable, the city trip must have had a length between 2 and 5 days. A city trip with a length of less than 2 days probably had very little touchpoints and provided little information. On the other hand, a city trip longer than 5 days probably contained a lot of touchpoints which would have made it harder to analyse. Furthermore, a city trip longer than 5 days looks more like a holiday than a city trip. Most respondents went on a city trip for 3, 4 or 5 days. Only 4 respondents went on a two-day city trip. There is 1 respondent that went on a city trip for 8 days, however this respondent could still participate in the research because 3 days were filled with one and the same excursion. The number of touchpoints remained therefore still analysable. A schematic representation of the number of days that respondents went on a city trip can be found in appendix C. Other information about the respondents and their city trips, like the city trip destinations and the costs of the city trips, can also be found in appendix C which includes background information on the interviews and the city trips.

3.4 Data analysis procedure

To analyse the data of the interviews, Atlas.ti has been used. The interviews have been transcribed and coded according to a protocol. This protocol can be found in appendix D. This protocol enabled a systematic way of coding of the general information and an open way of coding of the overall touchpoint consistency part. This part was coded in an open way to prevent loss of information. Each of the three researchers used the same protocol. To achieve a uniform way of coding, the researchers have also coded interviews of each other to check whether the same codes were used. This had a positive effect on the reliability of the coding protocol. Chapter 4 describes the data analysis procedure of the interviews in more detail to guide the reader towards the results.

To analyse the data of the survey, IBM SPSS Statistics 24 was used. Factor analysis, reliability analysis, and various regression analyses were done. With the help of factor analysis and reliability analysis convergent and discriminant validity were investigated. Factor analysis was an appropriate analysis for this study because of the used dimensions of customer experience by Brakus et al. (2009). With the help of factor analysis the existence of the four dimensions could be confirmed or denied. Furthermore, the overlap or difference between customer experience and customer satisfaction was investigated with the help of factor analysis. The various regression analyses on the other hand were meant to investigate the relationships between the overall touchpoint consistency, customer experience and customer satisfaction. Several control variables were added to these relationships to have a complete picture. The various regression analyses are discussed in chapter 4.

3.4.1 Factor analysis

A factor analysis in general is not useful with a sample size fewer than 50 respondents (Hair et al. 2014). A sample size of 100 respondents or more is preferred (Hair et al. 2014). This research had a sample size of 90 respondents, which is close to the preferred 100. The quantitative part of this study did not belong to the core of this study, therefore 90 respondents was acceptable. However, outcomes of the analyses had to be interpreted with great care because of the small sample size.

An exploratory factor analysis was done with the 15 items of customer experience and with all the 18 items together. Before conducting a factor analysis it was necessary to take a look at KMO-test and Bartlett's test of sphericity. Both measure the strength of relationships among the variables. KMO-test shows a value between 0 and 1. The closer KMO is to 1, the better. Close to 1 means that the partial correlations are small. KMO should be at least greater than .50 (Field 2013). Bartlett's test of sphericity needed to be significant ($< .05$), this would indicate that sufficient correlations exist among the variables to proceed with the factor analysis (Hair et al. 2014).

First, a factor analysis with the items of customer experience was conducted. To analyse the data, the questions 3, 5, 10 and 12 had to be reversed in SPSS. The value of KMO for customer experience was .768, which was above .50 and therefore acceptable. As can be seen in appendix E, Bartlett's test for customer experience was significant with a value of .000. Based on KMO-test and Bartlett's test of sphericity it was allowed to proceed with the factor analysis.

A common factor analysis was done because the primary concern was to identify the underlying dimensions and the common variance. For interpretation reasons there had been rotated with oblimin; this rotation method was used because it was expected that factors were correlated. After the rotation, the communalities were examined. This is the proportion of each variable's variance that can be explained by the factors (Field 2013). In general, minimum factor loadings of .20

were required to proceed with the items. As can be seen in appendix E, the lowest factor loading had a value of .259, indicating that the explained variance of every item was high enough to load on a factor. There were also no cross loadings so no items were deleted.

According to Brakus et al. (2009) customer experience consists of four dimensions: (1) sensory, (2) affective, (3) behavioural and (4) intellectual. These four dimensions are visualised in the pattern matrix below with the dimension numbers on the left side of the table. The first three dimensions can perfectly be seen in the pattern matrix. Only at dimension 4 there is a dichotomy. As a reminder, items 14 and 15 were made up by the researchers; this means most original items of dimension 4 as stated by Brakus et al. (2009) load on factor 3. However, item 13 of Brakus et al. (2009) loads on factor 1 which means the original items of dimension 4 have a loading on two different factors. This would mean that there are five dimensions instead of four.

Pattern Matrix ^a					
	Factor				
	1	2	3	4	5
1 Customer experience item 1					-.654
1 Customer experience item 2					-.560
<u>1</u> Reversed customer experience item 3					<u>-.644</u>
2 Customer experience item 4				.848	
2 Reversed customer experience item 5				.431	
<u>2</u> Customer experience item 6				<u>.636</u>	
3 Customer experience item 7		-.793			
3 Customer experience item 8		-.703			
3 Customer experience item 9		-.832			
<u>3</u> Reversed customer experience item 10		<u>-.784</u>			
4 Customer experience item 11			-.958		
<u>4</u> Reversed customer experience item 12			<u>-.566</u>		
4 Customer experience item 13	.671				
4 Customer experience item 14	.780				
4 Customer experience item 15	.603				

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.^a

a. Rotation converged in 7 iterations.

Table 7: Pattern matrix customer experience

Looking at the eigenvalues that are presented in appendix E, it is shown that there are 5 factors with an eigenvalue above 1; it took 5 different factors to explain above 70% of the total variance. This invalidates the existence of the previous mentioned four dimensions of customer experience. As also concluded from the pattern matrix, this means customer experience is built up from five dimensions

instead of four. The dimensions were statistically different because the items loaded on different factors; this indicated discriminant validity. Discovering discriminant validity was the main reason of conducting a factor analysis.

When adding the items of customer satisfaction to the items of customer experience, the factor analysis could be done again but with more items. This factor analysis was done to examine if the items of customer satisfaction loaded on any of the five factors or dimensions of customer experience. It was assumed that customer satisfaction is different from customer experience, therefore there had been worked with fixed factors. Because of the previous found five dimensions, this factor analysis worked with six fixed factors.

This time, the value of KMO was .769, which was again above .50 and therefore acceptable. As can be seen in appendix E, Bartlett's test for all 18 items was significant with a value of .000. Based on KMO-test and Bartlett's test of sphericity it was allowed to proceed with the factor analysis. Again, there had been rotated with oblimin because it was expected that factors were correlated.

First, the communalities were examined. As can be seen in appendix E, the lowest factor loading had a value of .304, indicating that the explained variance of every item was high enough to load on one of the factors. There were also no cross loadings. Therefore there were no reasons to delete any of the items. Since nothing was deleted, there had been looked into the pattern matrix and the eigenvalues after rotating. According to the eigenvalues, there were now six factors that explained above 70% of the variance. The pattern matrix visualised in table 8 shows that the items of customer satisfaction had created another factor. The six factors were statistically different because the items loaded on different factors; again discriminant validity could be confirmed. On the other hand it also meant the items of customer satisfaction did not load on any of the dimensions of customer experience, which indicated that customer experience and customer satisfaction are two different constructs. Therefore customer experience and customer satisfaction could be used as two different constructs during the various regression analyses.

Pattern Matrix ^a						
	Factor					
	1	2	3	4	5	6
1 Customer experience item 1						-.639
1 Customer experience item 2						-.591
1 Reversed customer experience item 3						-.658
2 Customer experience item 4				.863		
2 Reversed customer experience item 5				.413		
2 Customer experience item 6				.634		
3 Customer experience item 7		-.763				
3 Customer experience item 8		-.712				
3 Customer experience item 9		-.809				
3 Reversed customer experience item 10		-.804				
4 Customer experience item 11					.958	
4 Reversed customer experience item 12					.562	
4 Customer experience item 13	.641					
4 Customer experience item 14	.740					
4 Customer experience item 15	.566					
Customer satisfaction item 1			-.741			
Customer satisfaction item 2			-.788			
Customer satisfaction item 3			-.849			

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.^a

a. Rotation converged in 12 iterations.

Table 8: Pattern matrix all 18 items

With the help of factor analysis also convergent validity could be confirmed or denied. To confirm convergent validity, the items of each dimension should show a one-dimensional structure. The explained variance for the first factor indicates whether there is one-dimensionality or not. Six different factor analyses were conducted; the explained variance of each dimension is shown in table 9. The explained variance of each dimension was high enough to validate convergent validity. For each factor analysis the values of KMO-test, Bartlett's test of sphericity and the values of the communalities enabled proceeding with the factor analysis as can be seen in appendix E.

Dimension	Items	Percentage explained variance
Customer experience 1	Customer experience item 1, 2 and 3	71%
Customer experience 2	Customer experience item 4, 5 and 6	60%
Customer experience 3	Customer experience item 7, 8, 9 and 10	73%
Customer experience 4	Customer experience item 11 and 12	78%
Customer experience 5	Customer experience item 13, 14 and 15	71%
Customer satisfaction	Customer satisfaction item 1, 2 and 3	77%

Table 9: Convergent validity factor analysis

3.4.2 Reliability analysis

In order to be able to conduct a reliability analysis, the missing values had to be checked first. Luckily there were no missing values; each respondent fully completed the survey. Afterwards the reliability and convergent validity had to be examined. Reliability refers to the grade of consistency between multiple measurements of a variable, which means that the survey should show the same results under consistent conditions (Hair et al. 2014). Cronbach's Alpha was used to check the reliability and convergent validity. According to Hair et al. (2014) the generally agreed lower limit for Cronbach's Alpha is .70, however it may decrease to .60 in exploratory research. Above .80 would be even better, then the reliability is considered to be high. As can be seen in appendix F, the reliability analysis of customer experience showed convergent validity with a Cronbach's Alpha of .83. The reliability analysis of customer satisfaction showed convergent validity with a Cronbach's Alpha of .77. Both values were above .60 and .70, the value of customer experience was even above .80. As shown in appendix F, deleting customer experience items 5 and 6 and customer satisfaction item 2 would have increased the Cronbach's Alpha slightly for customer experience and customer satisfaction, however it would mean a substantial loss of information. This was not desirable. Besides, the items were based on theory. According to theory every item is needed to eventually say something about the constructs customer experience and customer satisfaction. Because both Cronbach's Alphas only improved slightly and because the items were based on theory there was chosen to not delete any of the items.

To be able to confirm or deny internal consistency and convergent validity, the Cronbach's Alphas of the earlier found dimensions had to be examined as well. Table 10 shows the values of Cronbach's Alpha for each of the six dimensions. Almost every Cronbach's Alpha was acceptable based on the generally agreed lower limit of .70. Only the Cronbach's Alpha for the customer experience items 4, 5 and 6 was .65 which is below .70. As said, the limit of

Cronbach's Alpha in exploratory research may decrease to .60; therefore this value was accepted as well. To conclude, construct reliability and convergent validity could be confirmed based on the values mentioned in this paragraph.

Dimension	Name	Items	Cronbach's Alpha	N of Items
Customer experience 1	CE1	Customer experience item 1, 2 and 3	.78	3
Customer experience 2	CE2	Customer experience item 4, 5 and 6	.65	3
Customer experience 3	CE3	Customer experience item 7, 8, 9 and 10	.87	4
Customer experience 4	CE4	Customer experience item 11 and 12	.72	2
Customer experience 5	CE5	Customer experience item 13, 14 and 15	.79	3
Customer satisfaction	CS	Customer satisfaction item 1, 2 and 3	.77	3

Table 10: Convergent validity reliability statistics

3.5 Limitations and ethics

Several limitations applied to this study. To have the most reliable results, as many insights as possible were needed. This study however had to deal with a deadline, therefore data could only be collected for a limited time. Each of the three researchers had done 30 interviews to get to a total of 90 interviews. This number of respondents seemed sufficient to draw conclusions on the dimensions of consistency. On the other hand it meant that the statistical analyses had to be interpreted very carefully.

Another limitation is about the respondents themselves. Respondents were asked to tell about their city trip in detail. The interviews and surveys were time consuming for the respondents and required a lot of attention. To decrease the chance of respondents trying to get rid of the interviews and surveys quickly, the three researchers have asked people they know to participate in the interviews and surveys. This resulted in a somewhat homogeneous group of respondents. To counterbalance this, the researchers have tried to select respondents from different ages and educational levels from all over the Netherlands. Furthermore, respondents were told that they did not have to hurry when answering the questions or when filling in the survey.

As a researcher, ethics must always be taken into account. The rules mentioned in this paragraph were of importance for this study. First, the most important rule was that no one was harmed during the attendance of the interviews and surveys. Second, respondents were told that there were no right or wrong answers; the respondents could make free decisions. Third, respondents had the capability to answer the questions because of the criterion on their city trip history. Fourth,

respondents were not required to answer a question they did not want to answer. Respondents could simply skip the question. Besides, respondents were free to stop with the interview or survey whenever they wanted. Fifth, the presented results are objective. There is no misrepresentation of the results. Sixth and last, the data is treated confidentially. Answers cannot be linked to respondents personally, this enabled respondents to be honest while answering the questions.

Chapter 4: Results and analysis

This chapter is divided into two parts. First, the results and analysis of the qualitative research are shown. This part includes the interviews that were held in order to investigate the touchpoints and the dimensions of touchpoint consistency. The program Atlas.ti has been used during the analysis of the qualitative research part. The second part of this chapter is about the results and analysis of the quantitative research. This part includes the surveys that were held in order to investigate customer experience and customer satisfaction. SPSS has been used during the analysis of the surveys.

4.1 Results and analysis interviews

On average, respondents have had 10 touchpoints with service providers per city trip, with a standard deviation of 4. The number of touchpoints ranges from 4 to 23. Respondents that have had only a few touchpoints with service providers have often explored the city on their own and have described many touchpoints as too short to form an opinion about. Most respondents however described 7 to 11 touchpoints. A complete scheme with information about the number of touchpoints can be found in appendix C.

To give an impression of the touchpoints; most respondents travelled by plane to their city trip destination, 54 in total. 21 respondents travelled with their own car to the city trip destination, 6 respondents travelled by bus and another 6 respondents travelled by train. The other 3 respondents used a combination of transport methods; 2 respondents travelled by bus and plane and 1 respondent travelled by bus and boat to the destination. The respondents stayed in different types of accommodations. The vast majority, 68 respondents, stayed in a hotel, hostel or apartment. 17 respondents stayed in an Airbnb and 1 respondent stayed at a campsite. The other 4 respondents did not make use of a service provider to stay overnight but have stayed at acquaintances. All the other touchpoints respondents have described can be seen in the second to last table in appendix C.

The following figure gives an impression of a city trip described by one of the respondents. This figure is meant to give an idea of a city trip and the touchpoints that are described by the respondents. Most city trips are more or less comparable to the one shown in the figure.

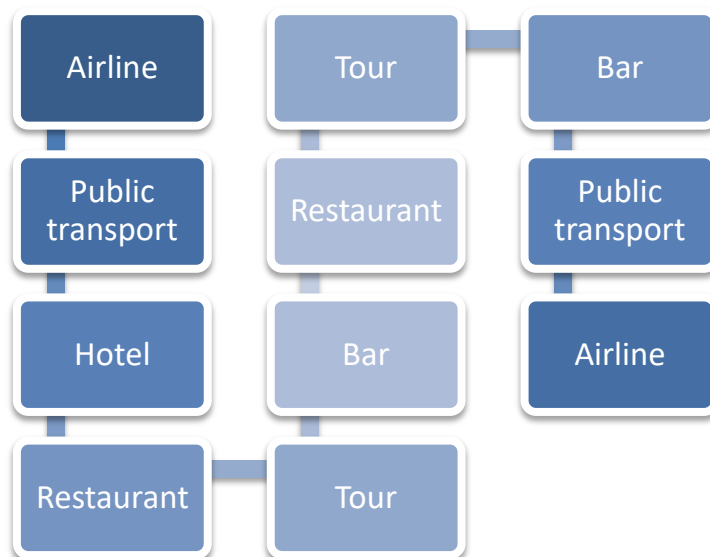


Figure 2: Impression of touchpoints during city trip

After talking about touchpoints the interview started focussing on evaluations of respondents. The last question in the interview was about the difference in evaluation of satisfaction asked in the survey (question 18) and the given grades concerning the touchpoints. The last table of appendix C shows an overview of these two grades. What immediately stands out is the remarkable difference between the evaluations. For 79 respondents the given grade for satisfaction (question 18) was higher than the average of the grades for the different touchpoints, indicating that satisfaction was not calculated by only evaluating the touchpoints. For 6 respondents the average of the touchpoints was slightly higher than the given grade for satisfaction and for 5 respondents the two grades were exactly the same. The most grades suggest that the evaluation of a city trip is more than only the evaluation of touchpoints. Chapter 5 will elaborate on this finding in more detail.

4.1.1 Coding

The interviews have been transcribed; these transcribed interviews were used to analyse the answers of the respondents. The transcribed interviews are retrievable. With the help of Atlas.ti the interviews were coded. As can be seen in appendix D, the coding of parts 1, 2 and 4 has been done in a systematic way. These parts were about general information, touchpoints and given grades. By coding in a systematic way these parts could be compared between the interviews. Part 3 was about the dimensions of consistency. This part was coded in an open way to prevent loss of information. After each code a + or - has been added. This is to show whether respondents meant consistency (+) or inconsistency (-). Consistency (+) and inconsistency (-) referred to the degree of consistency; a + indicated a high degree of consistency and a - indicated a low degree of consistency. Afterwards the codes used at part 3 were compared between the three researchers working with the same research

design. Codes that meant the same but were written differently were discussed and adjusted to comprehensive codes. The used codes can be seen in table 11 in alphabetical order. The + and - have been omitted to keep the table clear and understandable. The number of times codes have been said by the respondents are added to the table under the columns '#'. A code could only be counted once per interview to keep the numbers objective. When it would be possible to link the same code multiple times to the same interview, then the numbers between the interviews would no longer be representative because respondents could say the same thing more often during the interview. Respondents could repeat themselves, this would have reduced the researchability and reliability of the codes. The reliability of the codes is considered to be high because there has been coded in an open way. Furthermore, respondents were given the opportunity to give answers in the direction they wanted to, as long as they talked about similarities and differences. This did not have a negative effect on the validity because every similarity or difference contributed to the insights and knowledge of the researchers concerning the topic consistency. The reliability and validity are considered to be high; scales from often quoted literature are used in the research design.

Code name	#	Code name	#	Code name	#
Accessibility	1	Goal of the service	11	Problem solving	6
Adaptability	1	Goal of the service provider	8	Professionalism	2
Ambiance	11	Gratefulness	1	Profit oriented	13
Appearance	8	Helpfulness	35	Providing information	4
Approach	9	Hospitality	15	Purpose	5
Assessment criteria	1	Importance of the service	11	Quality	6
Attitude	2	Intensity interaction	8	Responding to needs	8
Branding	7	Interested	6	Service expectations	1
Cheerfulness	3	Kind of contact	1	Service level	19
Child friendliness	1	Kind of information needed	2	Sincerity	1
Chronological order	3	Language	42	Smooth touchpoints	10
Clarity	14	Length of interaction	1	Social	10
Comfort	1	Length with service provider	2	Spontaneity	2
Communication	10	Living up to expectations	13	Standardness	1
Complementing each other	4	Logical order	1	Standards	1
Coordinated touchpoints	10	Loose parts	5	Status	1
Coordinated transport	2	Luxury	4	Story	1
Corporate culture	2	Nature of the service	30	Superficial contact	2
Correctness	7	Nature of the service provider	8	Taking effort	8
Creating experience	9	Necessity of touchpoints	6	Taking serious	1
Culture	11	No children infrastructure	1	Taking time	15
Customer oriented	15	Online and offline communication	8	Target audience	2
Detached	2	Online communication	1	Theme	5
Educational	1	Openness	8	Tourism minded	10
Efficiency	8	Optionality	1	Treated as a tourist	5
Emotionless communication	1	Organized	3	Treated with decency	1
Enjoying guests	10	Personal attention	13	Treating guest	12
Enthusiasm	6	Personality of employees	11	Type of employee	2
Exceeding expectations	5	Place of contact moment	2	Typical city trip services	7
Feeling	6	Pleasure in work	5	Uniqueness	1
Feeling at ease	1	Preparation	1	Valence	20
Formal communication	5	Price	17	Value for money	11
Friendliness	60	Price sensitive	1	Waiting time	7
Giving advice	8	Pride	3	Welcome feeling	12

Table 11: Touchpoint consistency codes

Table 11 consists of 102 different codes. This seems like a lot but many codes overlap in one way or another. To give an impression, the following two quotes are coded differently but clear overlap can be seen. Copied from interview 34 and translated from Dutch to English:

“I think there is a lot of difference in terms of communication, because the Interrail Pass is all digital and at a restaurant it is all face-to-face.”

The previous quote was coded as 'online and offline communication -'. There was a difference in the form of communication between the touchpoints; therefore the code ends with a - indicating inconsistency or a low degree of consistency. The next quote was copied from interview 38 and was also translated from Dutch to English:

"It all remained quite superficial, all contact moments. It is not necessary to have deeper contact moments with those people, I think we both were well prepared ourselves, so we did not really need them. It was more like, let us in somewhere and then you get money. It was more at that level than that we really had a deeper contact."

This quote was coded as 'superficial contact +'. The level of contact was stated as superficial at every touchpoint, therefore the code ends with a + indicating consistency. As clearly appears in both quotes, they both have a lot to do with communication. The next paragraphs will explain the overlap between the codes in more detail; more quotes are presented to give a clear overview.

4.1.2 Brainstorming

With the existence of overlap in mind, the three researchers started brainstorming to discover larger overlaps between the codes. During this process there has been made use of mind mapping on scrap paper to categorize codes. Each researcher had made its own categorizations. Afterwards the three lists with categorized codes were discussed and compared with each other. By explaining and talking to each other the categorizations became increasingly clear. The brainstorm sessions, spread over several days, resulted in seven different categorizations or dimensions in this study. The word dimension is used from now on in this chapter to describe the categorizations. Not every researcher used the exact same dimensions because of differences in interpretation. The dimensions can be found in appendices G and H and will be explained in the next paragraph.

4.1.3 Dimensions

As mentioned before, in total 102 different codes have been used to categorize whether touchpoints were perceived as consistent or inconsistent. These codes were used 742 times in 90 interviews, which means that on average each interview has resulted in 8 different codes about consistency. However, there were some codes that did not match with any of the other codes. 26 codes were deleted during the brainstorm sessions to keep the codes analysable. Most of these codes were only used one or two times during the interviews and analysis; only little information was lost by deleting these codes.

After brainstorming, the researcher of this study came up with seven different dimensions. These dimensions are named impression, sociability, communication, service provider characteristics, service provider identity, coordination and quality. In this paragraph each dimension is explained and supported by quotes. First of all, definitions of the seven dimensions are presented in table 12.

Dimension	Definition
Impression	Consistency in ambiance and feelings; ambiance created by the service providers and feelings formed by the customers as a response to the created ambiance.
Sociability	Consistency in manners applied by the service providers. Sociability contains consistency in the way customers are treated by the service providers.
Communication	Consistency in content and form of communication. Content involves the messages from the service providers towards the customers and form involves the used channels and the way the messages are expressed.
Service provider characteristics	Consistency in the nature of the services and the service providers. Service provider characteristics is about the characteristics of the service providers that are difficult to change and belong to the nature or core of the service providers.
Service provider identity	Consistency in the profiling of the service providers. Service provider identity is about the characteristics of the service providers that are less difficult to change but belong to the profiling and identity of the service providers; it is about the way service providers present themselves.
Coordination	Consistency in the way touchpoints are organized. The core of coordination is not about the content of the touchpoints but about how the touchpoints are connected to each other.
Quality	Consistency in the perceived quality of the services and the service providers from the customer's point of view; it is about the customer's subjective assessment of quality.

Table 12: Definitions of dimensions of consistency

Impression

This dimension consists of the codes ambiance, creating experience, feeling, feeling at ease, theme, tourism minded, uniqueness and welcome feeling. These codes have in common that they are all about the ambiance during touchpoints or the feelings of customers as a result of the ambiance. Customers perceived different feelings or impressions during a city trip as a result of contact with service providers. Table 13 illustrates this dimension with three quotes. Some quotes are labelled by multiple codes as can be seen on the left side of the table.

As these quotes suggest, this dimension is about the different types of impressions that respondents have had during their city trip. The third quote touches the core of this dimension; the service provider created a certain ambiance which influenced the feelings of the customer. These feelings can be positive or negative, depending on the created ambiance.

As indicated in appendix G, in this dimension the codes welcome feeling, ambiance and tourism minded have been used the most. Chapter 5 will elaborate on this in more detail.

Code	Quote
Ambiance	<i>"Just the ambiance around it. A calm decoration, calmness and the music they often play there. It is local background music instead of up tempo music with a high volume."</i>
Feeling at ease	<i>"That you felt at ease with everyone when asking something, also with the waiters."</i>
Tourism minded	<i>"You felt very welcome there. As if they were really happy that you were there. With others it was very stiff and it was really clear that you were the tourist."</i>
Welcome feeling	

Table 13: Quotes dimension impression

Sociability

Sociability is the largest dimension with 24 different codes. This dimension is about the way respondents are treated; in what way the service providers have dealt with the respondents. This dimension involves the manners or way of behaviour from the service providers. Different quotes are presented in the following table to show different kind of manners and to show the overlap between the codes.

As can be seen in the table, service providers deal with customers in very different ways; both positive and negative. As shown in the first quote, the service provider was not customer oriented and did not take time for the customer. On the other hand, other quotes show that service providers are very helpful and open for example. This shows that there are many differences in manners. These manners are combined into the dimension sociability. The codes friendliness and helpfulness are used the most in this dimension, as can be seen in appendix G. Again, chapter 5 will elaborate on this in more detail.

Code	Quote
(Not) Customer oriented (Not) Taking time	<i>"A restaurant I was talking about, it all went very fast there. According to me, it was also more the idea that when you had finished your meal, you had to leave."</i>
Friendliness Helpfulness	<i>"I am thinking about the customer friendliness of all people and I think they were generally super friendly, customer friendly and very willing to help."</i>
Friendliness	<i>"The more expensive the cafe became, the friendlier the people became. That was very much in proportion. The first time dining was at a simple restaurant for example. We arrived in the evening, so we could easily and quickly eat something there. They were just very unfriendly."</i>
Openness Personal attention Cheerfulness	<i>"I noticed that the people in Ghent were very open and personal, and that they always walk around with a smile on their face."</i>
Social Hospitality	<i>"For example, when we had a cocktail at the bar, that waiter was so spontaneous and hospitable there."</i>

Table 14: Quotes dimension sociability

Communication

This dimension is about communication; about its content and form. Content is about what has been said from the service providers towards the customer. Form is about the way this has been said; by which channel and how. The content can be separated in advice and information based on the codes used in this study. The form can be separated in several codes. Form involves language, clarity, the length of interactions and whether communication was formal or superficial for example. The following table provides examples of the codes based on quotes.

The code language can be seen several times in table 15. This is because this code has been used the most in this dimension. The codes language and clarity are used the most in this dimension. Chapter 5 will elaborate on this in more detail.

Code	Quote
Language	<i>"In Portugal language was occasionally difficult. In my opinion they speak very bad English. [...] Conversations were therefore somewhat more difficult."</i>
Language	<i>"My niece said that nobody wanted to speak English very quickly but we only met people that wanted to speak English with us. That was a nice coincidence for us."</i>
Language Giving advice	<i>"At shops they all spoke English and they gave extra tips, which they did not do at restaurants."</i>
Online and offline communication	<i>"I think there is a lot of difference in terms of communication, because the Interrail Pass is all digital and at a restaurant it is all face-to-face."</i>

Table 15: Quotes dimension communication

Service provider characteristics

This dimension is about the nature of the services and the service providers. Service providers offer a certain service; their services belong to their core businesses and are difficult to change. The characteristics of the service providers in this dimension look a lot like facts; it is a fact for example that a restaurant operates in the catering industry. These characteristics define a service or service provider. The following quotes give an impression of the characteristics of a service provider. The code nature of the service has been used the most in this dimension. Chapter 5 will elaborate on this.

Code	Quote
Nature of the service	<i>"You also have to deal with different branches. However, many are catering facilities; restaurants, bars."</i>
Nature of the service	<i>"It is not all in the tourism sector either. Some are, others are not."</i>
Typical city trip services	<i>"In addition, there are also things such as restaurants or so that are quite logical on a city trip, for me at least. To just eat and drink."</i>
Necessity of touchpoints	<i>"There are service providers that you need for a city trip, that can offer services. Especially transport, accommodation and you also just need food and drinks there. [...] For example, the casino, a bar, Camp Nou; those are purely things that you want."</i>

Table 16: Quotes dimension service provider characteristics

Service provider identity

This dimension is about the way the service providers profile themselves. It is about the identity or image of the service providers and their employees; both work-related and personal. In other words, it is about the approach and appearance of service providers, not in terms of communication but in terms of image and personality. For example, whether employees have pleasure in their work or whether they are proud to work for the service provider. Both examples are about the identity of the employees and are shown in table 17 to give an idea of the codes and quotes. The service provider itself can also have a certain identity or image; being profit oriented for example. An example of this is also provided in table 17.

The codes profit oriented and personality of employees are used the most in this dimension, as can be seen in appendix G. These codes will also be discussed in chapter 5.

Code	Quote
Profit oriented	<i>"I always feel that when you are in contact with someone of the tourism industry, it is more focused on making money. I do not think that is the case with other sectors."</i>
Pleasure in work	<i>"The differences in what I said, whether people do it with pleasure or passion or that it is perceived as a must."</i>
Pride	<i>"The Berlin service providers such as the terrace, the cruise and the palace were all very passionate about the city. [...] Are they proud of Berlin? Yes."</i>

Table 17: Quotes dimension service provider identity

Coordination

This dimension is about how touchpoints are arranged by the service providers. It is not so much about the content of the touchpoints but about how the touchpoints are organized. For example, whether the touchpoints were organized efficiently or whether customers perceived a long waiting time. Customers have compared touchpoints with each other and perceived differences in the way service providers organized their touchpoints. The second quote in table 18 underlines this way of thinking; customers compare touchpoints with each other and evaluate this comparison.

The most used codes in this dimension are coordinated touchpoints and smooth touchpoints. Again, chapter 5 will elaborate on this information.

Code	Quote
Coordinated touchpoints	<i>"It is never completely perfect, but it was just a well-organized trip to London."</i>
Coordinated touchpoints	<i>"Because you have booked everything through different organizations, it is almost obvious that it does not all fit together nicely."</i>
Efficiency Waiting time	<i>"Yes, and of course the man at the snack bar who did so slowly while there were 200 people in line. I thought that was a bit odd, did he really not see the line himself?"</i>

Table 18: Quotes dimension coordination

Quality

This dimension is about the perceived quality of the services and service providers seen from the customer's point of view. Quality involves issues like value for money, living up to expectations, exceeding expectations and the perceived service level. In short, by which criteria the quality is determined according to the customer. Quotes are presented in table 19 to give an idea of the criteria mentioned by the respondents to evaluate a service or service provider.

The codes price, service level and valence have been used the most in this dimension. This can be seen in appendix G and will be discussed in chapter 5.

Code	Quote
Valence	<i>"One was bad, the other was good. It had to do with, you expect a plane flight to be just neat, just like a taxi ride. But if you go to a restaurant you expect much more, much better service because you pay for it."</i>
Valence Price	<i>"I found London expensive, I found it overall disappointing, because there have been a few negative experiences, with the Airbnb, with the bus."</i>
Service level (Not) Living up to expectations	<i>"Because they offered little service, it was only a sleeping place for us at the time, while you actually expected a bit more at that moment."</i>
Living up to expectations	<i>"In the end they have all given us what we expected from them."</i>
Exceeding expectations	<i>"That some do more than they should and some just do what you expect, but they do not go any further."</i>

Table 19: Quotes dimension quality

In the previous part the seven dimensions have been explained and visualised with quotes. Based on this information it is now known what every dimension looks like and how many codes are used for each dimension according to appendix G. So far, it has not yet been shown how the dimensions relate to each other in terms of number of codes. Therefore figure 3 shows the number of codes per dimension. As can be seen, sociability covers by far the most codes followed by communication and quality. In chapter 5 the consequences of this order will be explained.

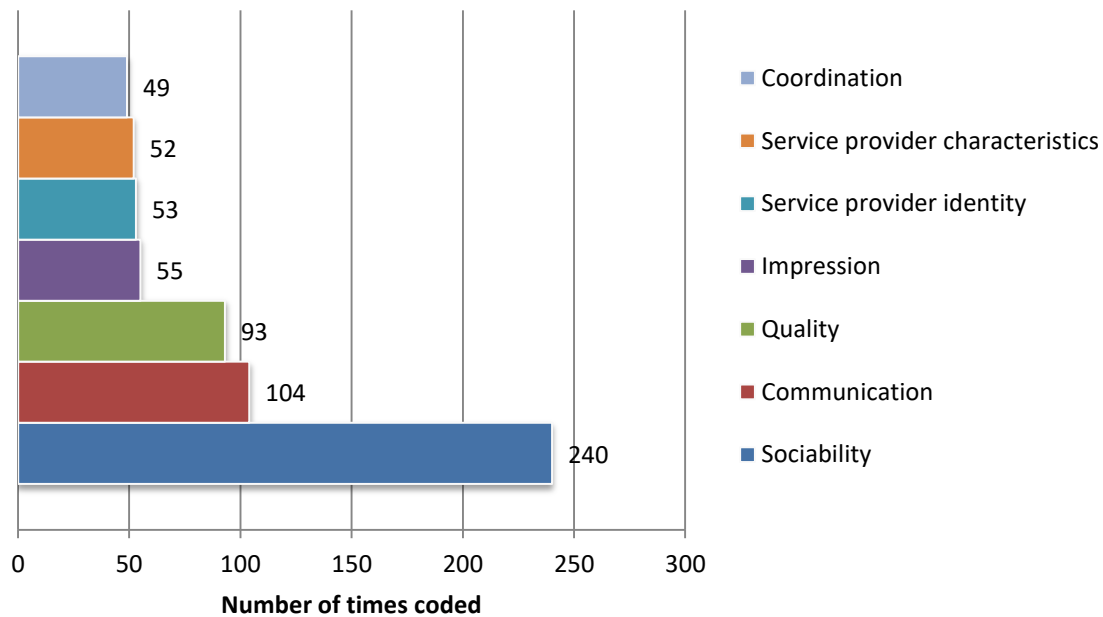


Figure 3: Bar table codes per dimension

4.2 Results and analysis surveys

This paragraph is about the surveys that were part of each interview. The outcomes of the surveys can be seen in appendix I. In general, customer experience and customer satisfaction were considered to be high based on the given grades. Most respondents graded customer experience between 5 and 6 and customer satisfaction between 6 and 7 on a 1 to 7 scale. Several regression analyses were conducted to discover the relationships between overall touchpoint consistency, customer experience, customer satisfaction and city trip related control variables.

4.2.1 Regression analysis

The various regression analyses were meant to investigate the relationships between the perceived overall touchpoint consistency of the respondents and their perceived customer experience and customer satisfaction. In this study, the overall touchpoint consistency is the independent variable; customer experience and customer satisfaction are the dependent variables. Each found dimension of customer experience is a different dependent variable, named CE1 to CE5 based on table 10 in chapter 2. This means six simple regression analyses were executed. To start, the descriptives are shown and explained.

Statistics							
	CE1	CE2	CE3	CE4	CE5	Customer satisfaction	Overall Touchpoint Consistency
CE1							
CE2	.245*						
CE3	.430**	.056					
CE4	.397**	.165	.206				
CE5	.508**	.228*	.400**	.303**			
Customer satisfaction	.417**	.203	.348**	.098	.379**		
Overall Touchpoint Consistency	-.049	-.078	-.062	-.035	.058	.230*	
Mean	5.6519	4.9889	5.4556	4.2611	4.5185	6.0556	4.97
Std. Deviation	.83001	1.08151	1.20193	1.40270	1.13189	.72455	1.293

*. Correlation is significant at the 0.05 level (2-tailed).

**. Correlation is significant at the 0.01 level (2-tailed).

Table 20: Correlation matrix and descriptive statistics

As can be seen in table 20, most correlations between CE1, CE2, CE3, CE4 and CE5 are significant but they are neither high nor low. They are somewhat in between, indicating that there is some correlation. The correlations between overall touchpoint consistency and the dimensions of customer experience are really low and not significant, meaning that there is no significant correlation. Overall touchpoint consistency and customer satisfaction however does have a significant correlation.

Before being able to conduct various regression analyses, four assumptions had to be met for each analysis. These four assumptions are; type of variables, linearity, homoscedasticity and normality. Meeting the assumptions was preferable for interpretation reasons but violating the assumptions did not necessarily mean a regression analysis could not be executed.

First of all, the assumption about the type of variable had to be met. Both the independent and the dependent variables should be interval scaled. It is permitted to treat Likert scales as interval scales and therefore this assumption was met for all six regression analyses (Hair et al. 2014).

Second, there needed to be a linear relationship between the independent and dependent variable according to the assumption. This could be tested with P-Plots, which are visible in appendix J. The P-Plots needed to be visually inspected in order to establish linearity. As can be seen, most relationships look more or less linear. Some P-Plots did not show a clear linear line but as said violating assumptions was not necessarily a disaster in terms of interpretation.

Third, the assumption about homoscedasticity had to be met. This means that the variance of the residuals should be constant (Field 2013). Scatter plots of the residuals had to be visually

inspected in order to notice homoscedasticity. The scatter plots in appendix J of all six relationships showed no clear pattern, therefore this assumption was met.

Fourth and last, data should be normally distributed. Appendix J shows the histograms of all six relationships. Not all histograms looked normally distributed but again violating assumptions was not necessarily a disaster in terms of interpretation.

After testing for the assumptions, the linear regression analyses could be executed. All six earlier mentioned relationships were measured. The results are all shown in table 21 and will be explained afterwards.

Model 1				
Main effects only				
	b	SE B	β	p
Customer experience CE1	-.03	.07	-.05	$p = .644$
Customer experience CE2	-.07	.09	-.08	$p = .465$
Customer experience CE3	-.06	.10	-.06	$p = .56$
Customer experience CE4	-.04	.12	-.04	$p = .74$
Customer experience CE5	.05	.09	.06	$p = .59$
Customer satisfaction	.13	.06	.23	$p = .029^*$

n = 90, *** $p < .001$, ** $p < .01$, * $p < .05$

Table 21: Influence of overall touchpoint consistency on dimensions customer experience and customer satisfaction

First, a simple linear regression was calculated to predict CE1 based on the overall touchpoint consistency. A non-significant regression equation was found ($F(1,88) = .214$, $p = .644$), with an R^2 of .002. The overall touchpoint consistency did not have a significant effect on CE1. Second, a simple linear regression was calculated to predict CE2 based on the overall touchpoint consistency. Again, a non-significant regression equation was found ($F(1,88) = .537$, $p = .465$), with an R^2 of .006. The overall touchpoint consistency did not have a significant effect on CE2 either. Third, a simple linear regression was calculated to predict CE3 based on the overall touchpoint consistency. A non-significant regression equation was found ($F(1,88) = .344$, $p = .559$), with an R^2 of .004. The overall touchpoint consistency did not have a significant effect on CE3. Fourth, a simple linear regression was calculated to predict CE4 based on the overall touchpoint consistency. A non-significant regression equation was found ($F(1,88) = .110$, $p = .740$), with an R^2 of .001. The overall touchpoint consistency did not have a significant effect on CE4. Fifth, a simple linear regression was calculated to predict CE5 based on the overall touchpoint consistency. Again, a non-significant regression equation was found ($F(1,88) = .297$, $p = .587$), with an R^2 of .003. The overall touchpoint consistency did not

have a significant effect on CE5. To conclude, the numbers above mean that the overall touchpoint consistency did not have a significant effect on any of the dimensions of customer experience (CE1 to CE5). The used numbers can be found in appendix J.

Six and last, a simple linear regression was calculated to predict customer satisfaction based on the overall touchpoint consistency. A significant regression equation was found ($F(1,88) = 4.906$, $p < .05$), with an R^2 of .053. The overall touchpoint consistency did have a significant positive effect on customer satisfaction ($\beta = .23$, $p < .05$). This means only the last effect of the various regression analyses was significant. The table 'Model summary customer satisfaction' in appendix J shows an R Square of .053, indicating that 5,3% of the variance of customer satisfaction was explained by the overall touchpoint consistency. This effect was significant (.029) based on a significance level of .05, as can be seen in the table 21 and table 'Coefficients customer satisfaction' in appendix J. B and Beta indicated that the effect is positive, meaning that a higher overall touchpoint consistency leads to a higher customer satisfaction.

Control variables were added one by one to all six relationships as can be seen in appendix J. Control variables were treated as independent variables, this changed the analyses from simple to multiple regression analyses. Only city trip related control variables were added to the multiple regression analyses. This means there has been controlled for the length of the city trip, whether the city trip was for a special occasion or not, whether the city trip was booked by the respondent or by someone else, how much money was spent during the city trip and how many touchpoints customers have had during the city trip.

As can be concluded from the tables in appendix J, only the models CE1 and CE5 with control variables were significant. The other models were not significant and were therefore not interesting to interpret. Only the control variable length of the city trip had a significant effect on both CE1 and CE5 with $p = .012$ and $p = .014$. The effect size of length of the city trip on CE1 was .29 and the effect size of length of the city trip on CE5 was .28. All other control variables in the models of CE1 and CE5 were not significant. The single main effect of touchpoint consistency on customer satisfaction was significant but when adding control variables, the effect on customer satisfaction became non-significant. This is undesirable but probably had to do with the small sample size; the data seemed to be quite unstable. In real life control variables are always part of reality so this would mean touchpoint consistency does not have a significant effect on customer satisfaction, opposite from the previous results without control variables. This ambiguity has probably to do with the sample size. Contrary to the results with control variables, it is assumed that touchpoint consistency has a positive significant effect on customer satisfaction as concluded in the previous paragraph. However, this cannot be stated explicitly but it is an expectation from the researcher of this study.

Chapter 5: Discussion

This chapter contains a discussion about the interpretation of the results, the contributions to the literature, practical and managerial implications, an overall conclusion, limitations related to this study and future research recommendations. Each topic has its own paragraph. As a reminder the research question is shown below.

“What are the dimensions of touchpoint consistency in the tourism industry and what is the influence of touchpoint consistency on the customer experience in the tourism industry?”

With the help of the interviews the first part of the research question can be answered. The surveys are used to answer the second part of the research question. The research question is twofold; every paragraph therefore discusses both parts of the research question. The following paragraph contains the answers to the research question.

5.1 Contributions to the literature

After interviewing, transcribing, coding and categorizing seven dimensions of consistency were found; impression, sociability, communication, service provider characteristics, service provider identity, coordination and quality. These dimensions are the result of 90 interviews about city trips investigated by multiple researchers without extensive restrictions from literature. These dimensions are a first step towards a better understanding of touchpoint consistency. Until now, only the dimensions of touchpoint consistency of Homburg et al. (2017) and Nguyen et al. (2018) could be found in the literature. As mentioned earlier, little value has been attached to the article of Homburg et al. (2017) because of a lack of explanation and operationalization. The dimensions in this study have been investigated and explained in more depth than at the study of Homburg et al. (2017). As shown in chapter 2, the dimensions of touchpoint consistency according to Homburg et al. (2017) are design language, interaction behaviour, communication messages and process/navigation logic. Table 1 of chapter 2 provided own definitions of the dimensions by Homburg et al. (2017). Even though these dimensions were not explained by the researchers themselves, it seems like the dimensions have a lot in common with some of the dimensions from this study. The dimension communication messages from Homburg et al. (2017) looks very similar to the dimension communication in this study. Both dimensions state that communication has to be consistent in the content of messages. Design language on the other hand seem to have some similarities with service provider identity. Design language by Homburg et al. (2017) is about the corporate identity and image; terms that also fit with the dimension service provider identity in this study. There can also be

seen differences between the dimensions of Homburg et al. (2017) and the dimensions presented in this study. Homburg et al. (2017) focussed more on different channels used by one and the same company and on communication. Both dimensions interaction behaviour and communication messages focus on communication. In this study there is only one dimension that focuses on communication. Furthermore, the dimension design language includes visual identity, a topic which has not received much attention from the respondents during the interviews.

As said, only little value is attached to the dimensions by Homburg et al. (2017) but the fact that some overlap can be seen between the dimensions by Homburg et al. (2017) and the dimensions in this study is seen as a positive sign. For the researcher of this study it is an indication that the results of this study are in the right direction.

More important, also overlap can be seen between the dimensions of Nguyen et al. (2018) and the dimensions presented in this study. Nguyen et al. (2018) speak of design coherence, personality coherence and status coherence as explained in table 1. As stated in the table, design coherence is about brand-image elements and design, style and aesthetics. These aspects have more to do with products instead of services. The interviews were about services and therefore these aspects did not come forward that much during the interviews. Furthermore, personality coherence is about personalities of a brand and connections between brands in culture and DNA. This looks familiar with the dimension service provider identity, which is about profiling and image. Both dimensions are about a deeper layer than only superficial characteristics. The last dimension of Nguyen et al. (2018) is called status coherence and involves quality, prestige and reputation. This partly matches with the dimension quality which is about quality and service level. To conclude, two dimensions of Nguyen et al. (2018) correspond more or less with two of the dimensions presented in this study. More value is attached to the study of Nguyen et al. (2018) because of their proper research. The overlap is seen as another indication that the results of this study are in the right direction.

By presenting seven dimensions of touchpoint consistency, this study enriches the literature on consistency with new information and with a research design that particularly focused on better understanding the dimensions of consistency. This study provides new insights on the dimensions of consistency and partly builds on the existing literature of Homburg et al. (2017) and Nguyen et al. (2018). This study can be seen as another step in better understanding the dimensions of consistency. The seven dimensions can be seen as the most important contribution of this study.

There are also multiple contributions to the literature based on the survey part of this study. First, with the help of this study the dimensions of Brakus et al. (2009) can be roughly supported. The factor analysis has shown that the first three dimensions (sensory, affective and behavioural) indeed

exist but it also has shown that the fourth dimension (intellectual) actually exists of two separate dimensions. A dichotomy could be seen at the fourth dimension between the original items 11 and 12 and the original item 13. The items 11 and 12 are about thinking and item 13 is about stimulating curiosity and creativity. According to this study, the items 11, 12 and 13 should therefore be separated into two different dimensions. Examining whether these four dimensions exist did not belong to the main goal of this study; it is however a small contribution to the literature. The three-item scale of Homburg et al. (2006) is accepted completely because all items loaded on the same factor or dimension. The factor analysis also showed that customer experience and customer satisfaction are two different constructs, which seems obvious. Literature treats customer experience and customer satisfaction as two different concepts; this study underlines this way of thinking.

The various regression analyses indicate that overall touchpoint consistency does not have significant influence on customer experience or any of its found dimensions (CE1 to CE5). This is not as expected and is seen as a disappointment. This would mean that the overall touchpoint consistency does not affect the customer experience; a strange finding with the literature of chapter 2 in mind. The small sample size and the research design are considered to be the reasons for this finding; the research design mainly focussed on finding different dimensions of consistency. On the other hand, there has been found that overall touchpoint consistency explains 5,3% of customer satisfaction. This finding was significant. This finding is perceived as slightly more positive and seems to be closer to the truth; a higher touchpoint consistency would lead to a higher customer satisfaction. 5,3% is not a high percentage but it seems understandable that customer satisfaction is determined by much more than only touchpoint consistency during a city trip. According to the interviews other factors could be for example the feeling of being on a holiday, being away with family or friends, the weather or just escaping from daily stress. Furthermore, the regression analyses have indicated that the length of the city trip does have significant influence on parts of the customer experience (CE1 and CE5).

All information mentioned above adds knowledge to the literature. The following paragraph provides practical and managerial implications based on these findings.

5.2 Practical and managerial implications

Adding theory to literature is desirable but it has no added value if nothing can be done with it in practice. Luckily, the presented dimensions of consistency can be translated to practice relatively easily. It is assumed that the seven dimensions all have their influence on the touchpoint consistency, based on their underlying codes. This study assigns more value to codes that have occurred more often. This way of thinking has been used for every dimension. When a code has been mentioned by

multiple respondents, it is assumed that this code applies to more respondents and is therefore more influential. Dimensions with a higher amount of mentioned codes are therefore perceived as more influential on the overall touchpoint consistency than dimensions with a lower amount of mentioned codes.

It is assumed that sociability has the most influence on consistency because its codes have been used the most during the analysis of the interviews, based on figure 3 in chapter 4. Respondents have most often thought of similarities and differences related to sociability. The codes of sociability are therefore supported by the most respondents. The codes of the dimensions communication and quality are used less than sociability but substantially more than the dimensions impression, service provider identity, service provider characteristics and coordination. As a result the dimensions sociability, communication and quality are perceived as the most important.

Despite differences in importance, every dimension adds value to the overall touchpoint consistency. For each of the seven dimensions practical and managerial implications will be given. As said, this study wanted to develop guidelines for managers dealing with multiple service providers. This paragraph is about these guidelines. These guidelines are especially of interest for travel agencies that oversee multiple touchpoints and are able to influence other service providers.

As became clear from the pie chart and bar table in appendix G, the most used codes of the dimension sociability are by far the codes or elements friendliness and helpfulness. This means that in order to achieve consistency between multiple service providers, each service provider should provide the same degree of friendliness and helpfulness. Providing the same degree of friendliness and helpfulness would improve the consistency of the dimension sociability. This way of thinking is translated to every dimension in order to achieve consistency.

To achieve the same degree of friendliness and helpfulness, the mentioned travel agencies should first investigate the friendliness and helpfulness of each service provider that is part of their travel package or organized trip. When the differences in friendliness and helpfulness are clear, the travel agencies can intervene. This can be done by providing customer service training for the less friendly and helpful service providers for example. This way the service providers will eventually achieve consistency in sociability.

The next dimension with the most used codes is the dimension communication, it is assumed that communication is the second most influential dimension because of the way of thinking as explained earlier in this paragraph. More than half of the codes of communication consists of the elements language and clarity. Most respondents travelled to other countries and experienced differences in language, which means that not every service provider could make himself understood in (mostly)

English. To be able to improve the degree of consistency of communication, managers of the travel agencies could for example provide language courses to ensure that the employees of every service provider that is part of their travel package or organized trip speak English at the same level. Clarity could also be improved by language courses. Improving consistency in language and clarity would improve the consistency of the dimension communication.

In terms of importance, quality is the next dimension with the third largest influence on the overall touchpoint consistency. The elements valence, service level, price, living up to expectations and value for money together almost cover the whole dimension. Managers of the travel agencies should inspect the quality of every service provider to discover similarities and differences between the service providers. By measuring quality and price-quality in an objective way, the managers of travel agencies could recommend quality and price-related changes to the service providers that are part of their travel package or organized trip. Several models exist to measure quality in an objective way, the SERVQUAL model is a well-known example (Saleh and Ryan 1991). The SERVQUAL model includes consistency of performance but also aspects as communication and friendliness, indicating that all dimensions of this study are related to each other.

The codes or elements of the dimensions impression, service provider identity, service provider characteristics and coordination were mentioned less by the respondents. The influences of these dimensions are therefore considered to be smaller. However, at every dimension consistency should be achieved to eventually positively influence overall touchpoint consistency the most. The less influential dimensions will be explained below.

The most used elements of the dimension impression are welcome feeling, ambiance, tourism minded and creating experience. Managers of travel agencies should investigate whether the ambiance is the same for each service provider. This could be done by the managers themselves or with the help of mystery guests for example. Mystery guests could experience the travel packages or organized trips in order to feel the ambiance. The mystery guests could report their findings to the managers of the travel agencies. The managers could act on this report and recommend service providers to create a certain ambiance that is the same for every service provider.

The fifth most influential dimension is service provider identity with as main elements profit oriented, personality of employees and goal of the service provider. To ensure that every service provider that is part of the travel package or organized trip has the same goal in mind, meetings between the managers of the service providers are appropriate. Talking about the different methods

and goals of the service providers would give the managers of the travel agencies insights in the similarities and differences. Managers of the travel agencies could make recommendations based on these meetings to achieve consistency in the goals and methods of the service providers.

The sixth most influential dimension is service provider characteristics which mostly consists of the element nature of the service. This dimension is about the characteristics of service providers that are difficult to change because they belong to the core of the service providers. The nature or content of a service cannot be changed easily; service providers exist because of their core businesses.

The least influential dimension of consistency according to this study is coordination. Coordination is mostly determined by the degree of coordination of touchpoints, the degree of smoothness in touchpoints, by efficiency and by waiting time. To improve consistency on this dimension, the managers of travel agencies could for example recommend service providers to work with the same waiting time. This dimension has the least influence but can be controlled by the managers of the travel agencies directly. The core of a travel package or organized trip is a smooth and coordinated set of touchpoints. The managers of travel agencies themselves could take care of this by organizing the trip as precise as possible.

To summarize, to achieve the highest degree of consistency as possible, each dimension has to be taken care of. To make progress as quickly as possible, focus on the dimensions sociability, communication and quality is advised. The following table provides an overview of the mentioned guidelines for managers of travel agencies.

Dimension	Guidelines
Sociability	Providing customer service training for the service providers to achieve the same degree of friendliness and helpfulness for each service provider.
Communication	Providing language courses for the service providers to achieve the same level of English and to achieve the same level of clarity in communication for each service provider.
Quality	Measuring quality and price-quality in an objective way with the help of service quality models such as the SERVQUAL model to advise changes when necessary.
Impression	Sending mystery guests on organized trips to measure similarities and differences in ambiance. Managers could recommend service providers to create a certain ambiance that is the same for each service provider based on the findings of the mystery guests.
Service provider identity	Organizing meetings between the managers of the service providers that are part of the travel package or organized trip to make sure that every service provider has the same goal and uses the same methods.
Service provider characteristics	There are no guidelines for this dimension because this dimension refers to the core of the service providers; the service they provide. The services differ between the service providers but this cannot be influenced by managers of travel agencies.
Coordination	Managers of the travel agencies need to stimulate the service providers to work with the same level of efficiency and to achieve the same waiting times. Furthermore, managers of the travel agencies themselves should try to organize the trips as precise as possible to ensure a smooth and coordinated set of touchpoints.

Table 21: Guidelines for managers of travel agencies

Practical and managerial implications of the outcomes of the surveys are not as obvious as those of the interviews. The surveys have mainly exposed relationships that are somewhat more difficult to translate to practical and managerial implications.

This study has more or less tested the customer experience scale of Brakus et al. (2009) and has shown that customer experience exists of five dimensions instead of four. The existence of the dimensions sensory, affective and behavioural of Brakus et al. (2009) can somewhat be confirmed by this study. On the other hand it looks like the dimension intellectual actually consists of the dimensions (1) thinking and (2) stimulating curiosity and creativity. Testing the dimensions of Brakus et al. (2009) did not belong to the core of the research design and is therefore stated less explicitly. Managers in the tourism industry can benefit from knowing these dimensions. When trying to create a customer experience, these dimensions can be kept in mind by the managers. This would eventually positively influence the customer experience. Another implication of this part of the study is about the influence of the length of the city trip on parts of the customer experience (dimensions

CE1 and CE5). Creating the longest city trip should be the starting point for travel agencies that organize city trips. Of course, a longer city trip is more expensive for customers and is therefore in general more profitable for travel agencies that organize city trips. However, this study has shown that also the customer experience itself profits from a longer city trip; in the long-term this would have a positive effect on loyalty, profitability and the length of relationships between the company and its customers (Anderson et al. 1994, Berry et al. 2002, Frow and Payne 2007, Hallowell 1996, Harter et al. 2002, Verhoef et al. 2009).

5.3 Overall conclusions

A couple of conclusions are formed by examining both the outcomes of the interviews and surveys. The seven presented dimensions add the most value to this study. The created dimensions belong to the core of the results and are advised to take care of when creating a customer experience with multiple service providers. As mentioned in earlier chapters, providing guidelines for managers is considered to be important in this study. Paragraph 5.2 provides these guidelines. Managers should focus on the seven dimensions and the mentioned elements in particular in order to improve consistency.

The interviews and surveys have shown that satisfaction in most cases is not the same as the average of all touchpoints. For 79 respondents their satisfaction rating was higher than the average of all touchpoints, indicating that a city trip is much more than only the evaluation of touchpoints with service providers. This makes sense, almost every respondent attached great influence to the feeling of going on a holiday, the weather, the destination itself and the people the respondent travelled with. This strengthens the thinking of customers reviewing their customer experience holistically (Lemke et al. 2011, Payne et al. 2008, Verhoef et al. 2009). At many interviews, respondents rated most touchpoints with high grades and only one or a few with low grades. At the end, the overall satisfaction in most cases was downgraded because of the touchpoints that were experienced as less pleasant. At some interviews only one less pleasant touchpoint already downgraded the evaluation of the overall satisfaction. This indicates that every touchpoint at a city trip has to be of the same high level, otherwise the overall satisfaction could be affected negatively.

5.4 Limitations and future research recommendations

Several limitations apply to this study, which are presented in this paragraph. First of all, the seven dimensions of consistency are a result of research in the context of the tourism industry. The dimensions are of importance for this industry but it is not certain whether they would also be important for other industries. The dimensions however sound very general and not necessarily

tourism minded, this increases the likelihood that they are generalizable. However, a comment has to be made at the dimension communication. The most used code or element at this dimension is language, which is a typical element for the tourism industry. Most respondents travelled abroad and have communicated with service providers in other languages than Dutch. It is therefore no surprise that this element was heard so often during the interviews. The researcher of this study expects that the element language will have less influence on the dimension communication in other industries.

Another limitation is about the used scale when asking for the evaluations of the touchpoints. Respondents were asked to give an evaluation on a scale from 1 to 7. This scale was used because the numbers 1 to 10 could refer to the educational grading system; respondents could interpret 5,5 as 'sufficient'. The 1 to 7 scale excluded this chance but could still be interpreted differently between respondents. Respondents were told that 1 meant 'very dissatisfied' and 7 meant 'very satisfied', this decreased the chance of different interpretations but it did not take it away completely. Luckily, this small limitation had no major consequences on the interpretation of the results because the numbers mainly concerned additional information.

The third limitation is also linked to a used scale. The overall touchpoint consistency has also been measured on a 1 to 7 scale. The same chance as mentioned above needed to be kept in mind during the interpretation of the results. In this case, different interpretations of the 1 to 7 scale could have had major consequences on the results because most parts of the various regression analyses involved the overall touchpoint consistency grade. Luckily, a sample size of 90 respondents should decrease the influence of this chance.

The fourth limitation is about the respondents that were interviewed. All three researchers asked people they know to participate in the interviews and surveys. There is a chance that these people are very much alike because they all have connections to the researchers. An attempt has been made to counteract this by asking people from different ages and educational levels from all over the Netherlands. On the other hand, a homogenous group positively influences the stability of the results.

The fifth and last limitation is about the subjectivity of the found dimensions. Three researchers have simultaneously worked with the same research design and have thought about the dimensions together. However, in an experimental study like this one the results are always somewhat subjective. The names of the dimensions are made up by the researchers and the found overlaps between the codes are also a result of thinking. To counterbalance this comment; each dimension is mostly defined by the elements that were coded the most number of times during the analysis. The most coded elements are friendliness, language, helpfulness, nature of the service, valence, service level and price. As can be seen, the most influential dimensions are represented. If dimensions were composed differently, these elements would still dominate. This positively

influences the reliability of the results. The reliability is also positively influenced by the research design. Reliving the city trip was important for respondents to think about similarities and differences; the three researchers have noticed that this research design worked.

Several outcomes are interesting for future research. The seven dimensions that were found in this study are most relevant for future research. The dimensions are investigated in the tourism industry, future research could investigate whether these dimensions are also applicable to other industries. This could be done in several ways. It could be done by in-depth interviews about similarities and differences, comparable to this study. It could also be done by conducting an experiment.

When asking a lot of people to tell about similarities and differences, the same answers could come to light as mentioned in this study. This would be also a research design with an open view without large restrictions from literature, comparable to this study.

On the other hand, consistency could also be investigated with the help of an experiment. Scenarios could be designed with differences in the degrees of consistency based on the seven dimensions. Respondents could be asked to evaluate the scenarios to be able to discover whether respondents noticed differences between the scenarios. By investigating in this way there would be restrictions from literature because the experiments would be designed based on the found dimensions of consistency. When designing several different scenarios, questions could be asked to check whether the manipulations have worked. This could result in the following items or statements for the seven dimensions:

Dimension	Item
Sociability	I have been treated friendly and helpful everywhere.
Communication	Everyone has communicated clearly to me.
Quality	The price-quality ratio was the same everywhere.
Impression	There was the same ambiance everywhere.
Service provider identity	The goal of every employee was the same.
Service provider characteristics	Each service provider provided the same service.
Coordination	The touchpoints merged smoothly.

Table 22: Items for future research per dimension

The relationship between overall touchpoint consistency and customer experience is also relevant for future research. This study focussed mostly on the dimensions of consistency, therefore this assumed positive relationship was not measured in the most optimal way. The used scale by Brakus et al. (2009) was suitable to examine the four dimensions but these dimensions made it difficult to

examine the relationship between overall touchpoint consistency and customer experience. A simple regression analysis between overall touchpoint consistency and customer experience was not possible because of the existence of multiple dimensions in the scale developed by Brakus et al. (2009). This offers room for future research. A simple regression analysis between these two variables would answer the question whether overall touchpoint consistency indeed has a positive influence on customer experience as expected in this study.

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Appendices

Appendix A: Interview protocol

1. [Introductie:]

- Dankwoord
- Toestemming vragen om het interview op te nemen
- Doel van het onderzoek benoemen: *Het doel van dit onderzoek is het inzicht verkrijgen in de reiservaring van toeristen en de contactmomenten die toeristen hebben gehad met dienstverleners tijdens een stedentrip. Het hele interview gaat over je laatst gemaakte stedentrip.*
- Vertellen dat er geen goede of foute antwoorden zijn, dat de antwoorden alleen gebruikt worden voor wetenschappelijk onderzoek, dat respondent te allen tijde kan stoppen en dat hun gegevens vertrouwelijk worden gebruikt.

2. [Instructie:]

- Denk alsjeblieft terug aan je meest recent gemaakte stedentrip. Welke stedentrip was dit? [Met als doel om achtergrondinformatie te verkrijgen]
 - Welke stad?
 - Wanneer? Hoe lang? Met wie?
 - Was het voor een speciale gelegenheid (bijv. verjaardag)?
 - Wie heeft de stedentrip geboekt? Jijzelf, reisorganisatie, medereiziger of iemand anders?
 - Hoeveel denk je dat je in totaal aan deze stedentrip hebt uitgegeven? [prijspceptie, p.p.]

3. [Instructie:]

- Ik wil je vragen om deze stedentrip in zoveel mogelijk details te beschrijven, en dan vooral te focussen op de verschillende dienstverleners waar je in contact mee bent geweest tijdens deze trip, die begon vanaf toen je jouw huis verliet. Denk bijvoorbeeld aan dienstverleners zoals busbedrijven, taxi's, hotels, restaurants, gidsen, musea, etc. [Vraag voor ieder contactmoment]
 - Welke dienstverlener verleende deze service?
 - Hoe voelde je je bij het contact met de dienstverlener?
 - Op welke manier was het contact met de dienstverlener van waarde voor je? [Of wanneer deze vraag te abstract is:] Wat leverde het contact met de dienstverlener voor je op? [ervaren waardepropositie]
 - Is er iets bijzonders gebeurd?
 - Als je deze dienstverlener in één woord zou moeten beschrijven, hoe zou je deze dan beschrijven? [imago, ervaren positionering]
 - Op een schaal van 1 tot 7, welk cijfer zou je de dienstverlener geven? Waar 1 staat voor zeer mee ontevreden en 7 voor zeer mee tevreden.

4. [Instructie:]

- Ik wil je vragen de stedentrip te beoordelen aan de hand van een vragenlijst [vragenlijst overhandigen].

5. [Instructie:]

- Gedurende de stedentrip ben je tijdens verschillende contactmomenten in contact geweest met verschillende dienstverleners.
- Als je terug denkt aan de contactmomenten waarop je in contact bent geweest met verschillende dienstverleners, in welke mate (op een 1-7 schaal) heb je het idee dat over het geheel genomen deze contactmomenten bij elkaar passen op enige manier, of totaal niet bij elkaar passen? Waar 1 staat voor de contactmomenten passen helemaal niet bij elkaar en 7 voor de contactmomenten passen helemaal bij elkaar.

[Wanneer respondenten het begrip consistentie (geoperationaliseerd als 'passen bij elkaar') niet begrijpen, omschrijf het als 'een geheel vormen' of 'rode draad']

- Kun je uitleggen waarom je dit vindt?

[Nodig respondenten uit om dit zo veel mogelijk toe te lichten. Mogelijke antwoorden zijn: contactmomenten passen (niet) bij elkaar, op basis van (verschillende/gelijke) prijsniveaus, statusniveaus, kwaliteitsniveaus, authentieke niveaus, thema, persoonlijkheid, etc.].

- Waar zitten de overeenkomsten tussen de contactmomenten met de verschillende dienstverleners?
- Waar zitten de verschillen tussen de contactmomenten met de verschillende dienstverleners?
- Vergelijk cijfer losse contactmomenten en gehele stedentrip [zie vragenlijst en losse cijfers].

6. [Instructie:]

- Wat is je leeftijd?
- Wat is je hoogst genoten opleiding?
 - Lagere school
 - Middelbare school
 - Middelbaar beroepsonderwijs (MBO)
 - Hogere school (HBO)
 - Universiteit (Bachelor/Master)
 - Geen antwoord
- Wat is je geslacht?
 - Man
 - Vrouw

- Dank voor je deelname. Heb je interesse in de resultaten? Dan geef ik je mijn mailadres zodat je kunt aangeven dat je de resultaten gemaild wilt hebben.

Appendix B: Survey

<i>Geef achter elke uitspraak aan in welke mate u het daarmee eens of oneens bent</i>	<i>Ze</i> <i>er mee</i> <i>oneens</i>	<i>Mee</i> <i>oneens</i>	<i>Enigszins</i> <i>mee</i> <i>oneens</i>	<i>Niet mee</i> <i>oneens/</i> <i>Niet mee</i> <i>eens</i>	<i>Enigszins</i> <i>mee eens</i>	<i>Mee</i> <i>eens</i>	<i>Ze</i> <i>er mee</i> <i>eens</i>
1. Deze stedentrip maakte een grote indruk op mijn zintuigen	1	2	3	4	5	6	7
2. Deze stedentrip prikkelde mijn zintuigen	1	2	3	4	5	6	7
3. Deze stedentrip deed geen beroep op mijn zintuigen	1	2	3	4	5	6	7
4. Deze stedentrip wekte gevoelens en sentimenten bij mij op	1	2	3	4	5	6	7
5. Ik voelde geen sterke emoties bij deze stedentrip	1	2	3	4	5	6	7
6. Deze stedentrip deed iets met me op emotioneel vlak	1	2	3	4	5	6	7
7. Tijdens deze stedentrip was ik erg actief	1	2	3	4	5	6	7
8. Deze stedentrip daagde mij uit om dingen te ondernemen	1	2	3	4	5	6	7
9. Tijdens deze stedentrip voelde ik me fysiek gestimuleerd	1	2	3	4	5	6	7
10. Deze stedentrip was niet actiegericht	1	2	3	4	5	6	7
11. Ik heb veel nagedacht tijdens deze stedentrip	1	2	3	4	5	6	7
12. Deze stedentrip heeft me niet aan het denken gezet	1	2	3	4	5	6	7
13. Deze stedentrip heeft mijn nieuwsgierigheid en creativiteit gestimuleerd	1	2	3	4	5	6	7
14. Deze stedentrip daagde me intellectueel uit	1	2	3	4	5	6	7
15. Ik heb veel geleerd tijdens deze stedentrip	1	2	3	4	5	6	7
16. Al met al ben ik tevreden met deze stedentrip	1	2	3	4	5	6	7
17. Deze stedentrip leek op de ideale stedentrip	1	2	3	4	5	6	7

<i>Geef achter de uitspraak aan in welke mate u ermee tevreden of ontevreden bent</i>	<i>Ze er ontevreden</i>	<i>Ontevrede n</i>	<i>Enigszins ontevreden</i>	<i>Niet ontevreden / Niet tevreden</i>	<i>Enigszins tevreden</i>	<i>Tevreden</i>	<i>Ze er tevreden</i>
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18. Over het algemeen, hoe tevreden bent u met deze stedentrip?	1	2	3	4	5	6	7
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Appendix C: Background information interviews and city trips

Length interviews rounded to minutes	Frequency	Percentage
14	1	1,1%
15	2	2,2%
16	2	2,2%
17	3	3,3%
18	3	3,3%
19	4	4,4%
20	9	10%
21	3	3,3%
22	4	4,4%
23	3	3,3%
24	2	2,2%
25	5	5,6%
26	6	6,7%
27	4	4,4%
28	3	3,3%
29	3	3,3%
30	4	4,4%
31	2	2,2%
32	5	5,6%
34	2	2,2%
35	1	1,1%
36	2	2,2%
37	1	1,1%
40	2	2,2%
41	3	3,3%
42	1	1,1%
43	1	1,1%
44	2	2,2%
46	3	3,3%
48	2	2,2%
51	1	1,1%

54	1	1,1%
Total	90	100%

Table: Length interviews

Destination city trip	Frequency	Percentage
Antwerp	1	1,1%
Barcelona	6	6,7%
Bergamo	1	1,1%
Berlin	6	6,7%
Braga	1	1,1%
Bruges	3	3,3%
Brussel	3	3,3%
Budapest	2	2,2%
Hersonissos	1	1,1%
Cologne	1	1,1%
Copenhagen	3	3,3%
Dubai	1	1,1%
Dublin	2	2,2%
Dusseldorf	1	1,1%
Edinburgh	1	1,1%
Garderen	1	1,1%
Gdansk	1	1,1%
Ghent	3	3,3%
Krakow	3	3,3%
Lisbon	3	3,3%
Liverpool	1	1,1%
London	8	8,9%
Luxembourg City	1	1,1%
Maastricht	1	1,1%
Madrid	1	1,1%
Malaga	1	1,1%
Marrakesh	1	1,1%
Milan	1	1,1%

Moscow	1	1,1%
New York	3	3,3%
Oradea	1	1,1%
Paris	7	7,8%
Prague	7	7,8%
Sofia	1	1,1%
St. Julians	1	1,1%
Stockholm	3	3,3%
Tallinn	1	1,1%
Valencia	2	2,2%
Vilnius	1	1,1%
Vorden	1	1,1%
Wroclaw	1	1,1%
Zurich	1	1,1%
Total	90	100%

Table: Destination city trip

Duration city trip	Frequency	Percentage
2 days	4	4,4%
3 days	27	30%
4 days	31	34,4%
5 days	27	30%
8 days	1	1,1%
Total	90	100%

Table: Duration city trip

Fellow travellers city trip	Frequency	Percentage
Family	24	26,7%
Alone	3	3,3%
Friends	11	12,2%
Friend	18	20%
Husband	3	3,3%
Wife	1	1,1%
Boyfriend	11	12,2%
Girlfriend	12	13,3%
Student association	3	3,3%
School	4	4,4%
Total	90	100%

Table: Fellow travellers city trip

Special occasion city trip	Frequency	Percentage
No	52	57,8%
Yes	38	42,2%
Total	90	100%

Table: Special occasion city trip

Booker city trip	Frequency	Percentage
Respondent	24	26,7%
Other person	21	23,3%
Together	44	48,9%
Travel agency	1	1,1%
Total	90	100%

Table: Booker city trip

Expenses city trip	Frequency	Percentage
Less than 200 euro	9	10%
200 to 399 euro	44	48,9%
400 to 599 euro	23	25,6%
600 to 799 euro	10	11,1%
800 to 1000 euro	1	1,1%
More than 1000 euro	3	3,3%
Total	90	100%

Table: Expenses city trip

Number of touchpoints	Frequency	Percentage
4	2	2,2%
5	3	3,3%
6	8	8,9%
7	12	13,3%
8	11	12,2%
9	10	11,1%
10	6	6,7%
11	11	12,2%
12	5	5,6%
13	3	3,3%
14	4	4,4%
15	2	2,2%
16	5	5,6%
17	1	1,1%
19	2	2,2%
21	1	1,1%
22	3	3,3%
23	1	1,1%
Total	90	100%

Table: Number of touchpoints

Touchpoints	Public transport	Taxi	Other transport	Lunchroom	Café	Bar	Restaurant	Hotel restaurant	Fast food	Kiosk	Tour	Attraction	Activity	Supermarket	Bakery	Gas station	Shop	Delicacy shop	Tourist office	Market	Leasing company	Parking
0	35	58	82	55	56	66	11	82	77	86	45	63	69	80	87	87	81	85	86	87	89	89
1	27	17	7	19	22	14	31	8	10	4	31	13	20	9	2	3	7	4	4	3	1	1
2	16	11	1	12	10	7	29		3		9	10	1	1	1		2	1				
3	7	4		2	2	1	13				3	2										
4	2			2		1	6				1	1										
5	1					1					1	1										
6																						
7	1																					
8	1																					
Total	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90	90

Table: Remaining touchpoints interviews

Respondent	Satisfaction	Average touchpoints	Difference
1	7	5,6	1,4
2	6	5,26	0,74
3	6	5,38	0,62
4	6	5,54	0,46
5	6	5,14	0,86
6	7	5,33	1,67
7	6	4,69	1,31
8	7	5	2
9	6	4,67	1,33
10	7	5,74	1,26
11	6	5,92	0,08
12	6	5,5	0,5
13	7	6,36	0,64
14	7	6,32	0,68
15	5	6	-1
16	6	5,93	0,07
17	7	5,59	1,41
18	6	5,43	0,57
19	6	5,83	0,17
20	6	5,79	0,21
21	7	4,66	2,34
22	6	6	0
23	6	4,91	1,09
24	6	4,21	1,79
25	6	5,89	0,11
26	5	4,58	0,42
27	7	6,13	0,87
28	6	5,93	0,07
29	7	5,8	1,2
30	6	6,2	-0,2
31	6	5,81	0,19
32	7	5,85	1,15
33	7	5,72	1,28
34	7	5,29	1,71
35	7	5,56	1,44
36	5	5,09	-0,09
37	6	5,27	0,73
38	7	5,45	1,55
39	6	5	1
40	6	5,4	0,6
41	6	5,38	0,62
42	6	5,03	0,97
43	6	6	0
44	6	6	0
45	7	5,36	1,64

46	7	4,29	2,71
47	6	5,43	0,57
48	6	4,38	1,62
49	6	4,96	1,04
50	6	5,25	0,75
51	6	5,25	0,75
52	6	6	0
53	6	5,33	0,67
54	6	5,66	0,34
55	6	5,18	0,82
56	5	4,58	0,42
57	5	4,39	0,61
58	7	5,91	1,09
59	7	5	2
60	7	5,88	1,12
61	7	6,2	0,8
62	7	5,8	1,2
63	6	3,8	2,2
64	7	6,4	0,6
65	7	5,6	1,4
66	6	4,5	1,5
67	6	6	0
68	6	5,7	0,3
69	7	6	1
70	6	4,7	1,3
71	6	5,6	0,4
72	6	4,5	1,5
73	7	5,9	1,1
74	7	6,8	0,2
75	6	5,1	0,9
76	6	5,9	0,1
77	6	5,5	0,5
78	6	5,1	0,9
79	7	5,1	1,9
80	6	5,7	0,3
81	6	5,2	0,8
82	7	6,3	0,7
83	6	4,7	1,3
84	6	5,5	0,5
85	6	4,7	1,3
86	6	4,6	1,4
87	6	6,1	-0,1
88	6	4,8	1,2
89	6	6,6	-0,6
90	6	6,4	-0,4

Table: Difference between satisfaction and the average of touchpoints

Appendix D: Coding protocol Atlas.ti

Part 1: (Red codes)

- Gender: 'Male' / 'Female' (For example: Gender: Female)
- Age: number (For example: Age: 25)
- Education: 'VWO' / 'MBO' / 'HBO' / 'University' (For example: Education: HBO)
- Where: only the name of the city (For example: Where: Berlin)
- When: month + year (For example: When: January 2018)
- How long: number of days + 'days' (For example: How long: 3 days)
- With whom: 'Family' / 'Friends' / 'Friend' / 'Husband' / 'Wife' / 'Boyfriend' / 'Girlfriend' / 'School' / 'Student association' / 'Alone' (For example: With whom: Friends)
- Special occasion: 'No' / name of occasion (For example: Special occasion: No)
- Booked: 'Respondent' / 'Other person' / 'Together' / 'Travel agency' (For example: Booked: Together)
- Spent: Amount + 'euro' (For example: Spent: 300 euro)

Part 2: (Green codes)

- Notation: interview number + TP + touchpoint number + : + Touchpoint name + given number between 1 and 7
 - **For example**: interview number 12, touchpoint number 5, restaurant, given number 6
 - **Translated into**: 12TP5: Restaurant 6
 -
 - **For example**: Interview number 28, touchpoint number 11, hotel, given number 5
 - **Translated into**: 28TP11: Hotel 5
- Options for touchpoint name:
 - Airport
 - Airline (traveling to the city trip destination)
 - Bus (traveling to the city trip destination)
 - Train (traveling to the city trip destination)
 - Boat (traveling to the city trip destination)
 - Public transport (traveling in the city)
 - Taxi (taxi and Uber, traveling in the city)
 - Other transport (tuk-tuk or shuttle bus for example, traveling in the city)
 - Airbnb
 - Hotel (including apartment and hostel)
 - Lunchroom (breakfast and lunch)
 - Café (drinking on at café or on terrace in the afternoon)
 - Bar (drinking or partying in the evening)
 - Restaurant (dining)
 - Hotel restaurant (breakfast or dinner in hotel restaurant)
 - Fast food (KFC, McDonalds or snack bar for example)
 - Kiosk

- Tour (boot tour, bicycle tour, hop on hop off bus, tour guide)
- Attraction (church, museum or tower for example)
- Activity (midget golf or games for example)
- Supermarket
- Bakery
- Gas station
- Shop
- Delicacy shop (ice cream or cookie dough for example)
- Tourist office
- Market
- Leasing company
- Parking

Part 3: (Blue codes)

- Notation: TPC + : + Name of consistency + consistent (+) or inconsistent (-)
 - **For example:** *friendliness, consistent*
 - **Translated into:** *TPC: Friendliness +*
 -
 - **For example:** *language, inconsistent*
 - **Translated into:** *TPC: Language -*

Part 4: (Yellow codes)

- Notation: OTPC + given number overall touchpoint consistency between 1 and 7
 - **For example:** *given number 5*
 - **Translated into:** *OTPC: 5*
 -
 - **For example:** *given number 7*
 - **Translated into:** *OTPC: 7*

Appendix E: Factor analysis SPSS

	CE1	CE2	CE3	CE4	CE5	CE6	CE7	CE8	CE9	CE10	CE11	CE12	CE13	CE14	CE15	CS1	CS2	CS3
CE1	1	,679 ^{***}	,537 ^{***}	,225 [*]	,171	,109	,185	,234 [*]	,307 ^{***}	,253 [*]	,295 ^{***}	,281 ^{***}	,463 ^{***}	,427 ^{***}	,406 ^{***}	,330 ^{***}	,357 ^{***}	,372 ^{***}
CE2	,679 ^{***}	1	,490 ^{***}	,255 [*]	,170	,016	,234 [*]	,348 ^{***}	,373 ^{***}	,389 ^{***}	,304 ^{***}	,225 [*]	,424 ^{***}	,419 ^{***}	,442 ^{***}	,336 ^{***}	,269 [*]	,309 ^{***}
CE3	,537 ^{***}	,490 ^{***}	1	,131	,255 [*]	,097	,237 ^{***}	,271 ^{***}	,339 ^{***}	,437 ^{***}	,279 ^{***}	,377 ^{***}	,0192	,292 ^{***}	,267 ^{***}	,346 ^{***}	,236 ^{***}	,346 ^{***}
CE4	,225 [*]	,255 [*]	,0131	1	,383 ^{***}	,537 ^{***}	-,068	,121	-,069	,075	,163	,162	,343 ^{***}	,301 ^{***}	,0180	,214 [*]	,0119	,0083
CE5	,0171	,0170	,255 [*]	,383 ^{***}	1	,275 ^{***}	,003	,027	,050	,098	-,014	,132	,089	,0131	,0113	,232 [*]	,224 [*]	,327 ^{***}
CE6	,0109	,0016	,0097	,537 ^{***}	,275 ^{***}	1	,086	-,002	,048	,031	,159	,095	,116	,082	,069	,074	-,036	,0056
CE7	,0185	,234 [*]	,237 ^{***}	-,068	,003	,086	1	,500 ^{***}	,661 ^{***}	,633 ^{***}	,116	,158	,217 [*]	,022	,264 [*]	,260 [*]	,265 [*]	,239 [*]
CE8	,234 [*]	,348 ^{***}	,271 ^{***}	,121	,027	-,002	,500 ^{***}	1	,703 ^{***}	,650 ^{***}	,220 [*]	,234 [*]	,460 ^{***}	,349 ^{***}	,400 ^{***}	,291 ^{***}	,227 [*]	,0196
CE9	,307 ^{***}	,373 ^{***}	,339 ^{***}	-,069	,050	,048	,661 ^{***}	,703 ^{***}	1	,665 ^{***}	,169	,151	,312 ^{***}	,0207	,284 ^{***}	,359 ^{***}	,323 ^{***}	,268 [*]
CE10	,253 [*]	,389 ^{***}	,437 ^{***}	,075	,098	,031	,633 ^{***}	,650 ^{***}	,665 ^{***}	1	,049	,169	,306 ^{***}	,285 ^{***}	,376 ^{***}	,289 ^{***}	,0201	,267 [*]
CE11	,295 ^{***}	,304 ^{***}	,279 ^{***}	,163	-,014	,159	,116	,220 [*]	,169	,049	1	,568 ^{***}	,239 ^{***}	,264 [*]	,329 ^{***}	,0125	,0026	-,0094
CE12	,281 ^{***}	,225 [*]	,377 ^{***}	,162	,132	,095	,158	,234 [*]	,151	,169	,568 ^{***}	1	,0167	,186	,0187	,0181	,0122	,0051
CE13	,463 ^{***}	,424 ^{***}	,192	,343 ^{***}	,089	,116	,217 [*]	,460 ^{***}	,312 ^{***}	,306 ^{***}	,239 ^{***}	,0167	1	,581 ^{***}	,492 ^{***}	,292 ^{***}	,261 [*]	,260 [*]
CE14	,427 ^{***}	,419 ^{***}	,292 ^{***}	,301 ^{***}	,131	,082	,022	,349 ^{***}	,0207	,285 ^{***}	,264 [*]	,186	,581 ^{***}	1	,623 ^{***}	,228 [*]	,258 [*]	,268 [*]
CE15	,406 ^{***}	,442 ^{***}	,267 [*]	,180	,113	,069	,264 [*]	,400 ^{***}	,284 ^{***}	,376 ^{***}	,329 ^{***}	,187	,492 ^{***}	,623 ^{***}	1	,341 ^{***}	,330 ^{***}	,294 ^{***}
CS1	,330 ^{***}	,336 ^{***}	,346 ^{***}	,214 [*]	,232 [*]	,074	,260 [*]	,291 ^{***}	,359 ^{***}	,289 ^{***}	,0125	,0181	,292 ^{***}	,228 [*]	,341 ^{***}	1	,612 ^{***}	,685 ^{***}
CS2	,357 ^{***}	,269 [*]	,236 [*]	,119	,224 [*]	-,036	,265 [*]	,227 [*]	,323 ^{***}	,0201	,0026	,0122	,261 [*]	,258 [*]	,330 ^{***}	,612 ^{***}	1	,666 ^{***}
CS3	,372 ^{***}	,309 ^{***}	,346 ^{***}	,083	,327 ^{***}	,056	,239 [*]	,0196	,268 [*]	,267 [*]	-,0094	,0051	,260 [*]	,268 [*]	,294 ^{***}	,685 ^{***}	,666 ^{***}	1

Table: Correlation matrix

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,768
Bartlett's Test of Sphericity	Approx. Chi-Square	579,124
	df	105
	Sig.	,000

Table: KMO and Bartlett's Test customer experience

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,769
Bartlett's Test of Sphericity	Approx. Chi-Square	746,601
	df	153
	Sig.	,000

Table: KMO and Bartlett's Test all 18 items

Communalities	Initial	Extraction
Customer experience item 1	,594	,658
Customer experience item 2	,575	,601
Customer experience item 3	,488	,579
Customer experience item 4	,529	,825
Customer experience item 5	,242	,259
Customer experience item 6	,393	,401
Customer experience item 7	,575	,589
Customer experience item 8	,651	,674
Customer experience item 9	,694	,740
Customer experience item 10	,665	,708
Customer experience item 11	,463	,913
Customer experience item 12	,413	,405
Customer experience item 13	,512	,562
Customer experience item 14	,560	,657
Customer experience item 15	,516	,514

Extraction Method: Principal Axis Factoring

Table: Communalities customer experience

Total Variance Explained							Rotation Sums of Squared Loadings ^a
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings			Total
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %	
1	4,990	33,268	33,268	4,625	30,831	30,831	2,961
2	2,123	14,153	47,420	1,784	11,891	42,722	3,299
3	1,417	9,444	56,864	1,041	6,943	49,665	2,036
4	1,319	8,797	65,661	,907	6,046	55,712	1,640
5	1,104	7,361	73,022	,727	4,850	60,561	2,484
6	,750	4,999	78,021				
7	,605	4,035	82,056				
8	,542	3,614	85,670				
9	,458	3,056	88,727				
10	,439	2,928	91,655				
11	,330	2,199	93,854				
12	,288	1,920	95,774				
13	,246	1,642	97,416				
14	,210	1,397	98,813				
15	,178	1,187	100,000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table: Total explained variance customer experience

Communalities	Initial	Extraction
Customer experience item 1	,610	,649
Customer experience item 2	,580	,602
Customer experience item 3	,507	,595
Customer experience item 4	,581	,839
Customer experience item 5	,298	,304
Customer experience item 6	,435	,394
Customer experience item 7	,588	,591
Customer experience item 8	,653	,673
Customer experience item 9	,722	,744
Customer experience item 10	,677	,727
Customer experience item 11	,506	,925
Customer experience item 12	,418	,402
Customer experience item 13	,516	,563
Customer experience item 14	,575	,650
Customer experience item 15	,543	,531
Customer satisfaction item 1	,599	,630
Customer satisfaction item 2	,562	,621
Customer satisfaction item 3	,673	,800

Extraction Method: Principal Axis Factoring

Table: Communalities all 18 items

Total Variance Explained							Rotation Sums of Squared Loadings ^a
Factor	Total	Initial Eigenvalues % of Variance	Cumulative %	Total	Extraction Sums of Squared Loadings % of Variance	Cumulative %	
1	5,755	31,971	31,971	5,398	29,990	29,990	2,876
2	2,124	11,799	43,770	1,794	9,966	39,955	3,518
3	1,830	10,167	53,937	1,534	8,521	48,476	3,198
4	1,403	7,795	61,732	1,000	5,554	54,030	1,718
5	1,298	7,213	68,945	,896	4,980	59,010	2,068
6	,969	5,382	74,327	,620	3,444	62,454	3,058
7	,739	4,105	78,432				
8	,611	3,393	81,825				
9	,540	3,003	84,828				
10	,484	2,691	87,519				
11	,441	2,448	89,967				
12	,388	2,156	92,122				
13	,323	1,792	93,914				
14	,286	1,589	95,503				
15	,249	1,385	96,888				
16	,218	1,212	98,099				
17	,202	1,122	99,221				
18	,140	,779	100,000				

Extraction Method: Principal Axis Factoring.

a. When factors are correlated, sums of squared loadings cannot be added to obtain a total variance.

Table: Total explained variance all 18 items

Factor Correlation Matrix						
Factor	1	2	3	4	5	6
1	1,000	-,272	-,247	,142	,246	-,312
2	-,272	1,000	,316	-,020	-,227	,302
3	-,247	,316	1,000	-,189	-,069	,428
4	,142	-,020	-,189	1,000	,155	-,223
5	,246	-,227	-,069	,155	1,000	-,294
6	-,312	,302	,428	-,223	-,294	1,000

Extraction Method: Principal Axis Factoring.

Rotation Method: Oblimin with Kaiser Normalization.

Table: Factor correlation matrix

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,681
Bartlett's Test of Sphericity	Approx. Chi-Square	87,274
	df	3
	Sig.	,000

Table: KMO and Bartlett's Test customer experience items 1, 2 and 3

Communalities	Initial	Extraction
Customer experience item 1	,517	,742
Customer experience item 2	,483	,621
Customer experience item 3	,318	,388

Extraction Method: Principal Axis Factoring

Table: Communalities customer experience items 1, 2 and 3

Total Variance Explained						
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,142	71,391	71,391	1,751	58,380	58,380
2	,541	18,046	89,437			
3	,317	10,563	100,000			

Extraction Method: Principal Axis Factoring.

Table: Total explained variance customer experience items 1, 2 and 3

KMO and Bartlett's Test		
<hr/>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,609
Bartlett's Test of Sphericity	Approx. Chi-Square	44,168
	df	3
	Sig.	,000

Table: KMO and Bartlett's Test customer experience items 4, 5 and 6

Communalities	Initial	Extraction
Customer experience item 4	,348	,740
Customer experience item 5	,154	,198
Customer experience item 6	,94	,389

Extraction Method: Principal Axis Factoring

Table: Communalities customer experience items 4, 5 and 6

Total Variance Explained						
<hr/>						
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1,807	60,232	60,232	1,326	44,190	44,190
2	,746	24,874	85,106			
3	,447	14,894	100,000			

Extraction Method: Principal Axis Factoring.

Table: Total explained variance customer experience items 4, 5 and 6

KMO and Bartlett's Test		
<hr/>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,791
Bartlett's Test of Sphericity	Approx. Chi-Square	181,994
	df	3
	Sig.	,000

Table: KMO and Bartlett's Test customer experience items 7, 8, 9 and 10

Communalities	Initial	Extraction
Customer experience item 7	,506	,535
Customer experience item 8	,556	,591
Customer experience item 9	,636	,762
Customer experience item 10	,567	,668

Extraction Method: Principal Axis Factoring

Table: Communalities customer experience items 7, 8, 9 and 10

Total Variance Explained						
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,909	72,721	72,721	2,556	63,911	63,911
2	,502	12,561	85,282			
3	,345	8,613	93,895			
4	,244	6,105	100,000			

Extraction Method: Principal Axis Factoring.

Table: Total explained variance customer experience items 7, 8, 9 and 10

KMO and Bartlett's Test		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,500
Bartlett's Test of Sphericity	Approx. Chi-Square	34,016
	df	3
	Sig.	,000

Table: KMO and Bartlett's Test customer experience items 11 and 12

Communalities	Initial	Extraction
Customer experience item 11	,322	,567
Customer experience item 12	,322	,567

Extraction Method: Principal Axis Factoring

Table: Communalities customer experience items 11 and 12

Total Variance Explained						
Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	1,568	78,377	78,377	1,133	56,658	56,658
2	,432	21,623	100,000			

Extraction Method: Principal Axis Factoring.

Table: Total explained variance customer experience items 11 and 12

KMO and Bartlett's Test		
<hr/>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,692
Bartlett's Test of Sphericity	Approx. Chi-Square	82,488
	df	3
	Sig.	,000

Table: KMO and Bartlett's Test customer experience items 13, 14 and 15

Communalities	Initial	Extraction
Customer experience item 13	,365	,459
Customer experience item 14	,488	,733
Customer experience item 15	,414	,529

Extraction Method: Principal Axis Factoring

Table: Communalities customer experience items 13, 14 and 15

Total Variance Explained						
Initial Eigenvalues				Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,133	71,088	71,088	1,722	57,390	57,390
2	,512	17,053	88,141			
3	,356	11,859	100,000			

Extraction Method: Principal Axis Factoring.

Table: Total explained variance customer experience items 13, 14 and 15

KMO and Bartlett's Test		
<hr/>		
Kaiser-Meyer-Olkin Measure of Sampling Adequacy		,726
Bartlett's Test of Sphericity	Approx. Chi-Square	113,815
	df	3
	Sig.	,000

Table: KMO and Bartlett's Test customer satisfaction items 1, 2 and 3

Communalities	Initial	Extraction
Customer satisfaction item 1	,513	,631
Customer satisfaction item 2	,490	,596
Customer satisfaction item 3	,566	,743

Extraction Method: Principal Axis Factoring

Table: Communalities customer satisfaction items 1, 2 and 3

Total Variance Explained						
Initial Eigenvalues				Extraction Sums of Squared Loadings		
Factor	Total	% of Variance	Cumulative %	Total	% of Variance	Cumulative %
1	2,309	76,980	76,980	1,970	65,663	65,663
2	,389	12,962	89,942			
3	,302	10,058	100,000			

Extraction Method: Principal Axis Factoring.

Table: Total explained variance customer satisfaction items 1, 2 and 3

Appendix F: Reliability analysis SPSS

Construct	Items	Cronbach's Alpha	N of Items
Customer experience	Customer experience item 1 to 15	.83	15
Customer satisfaction	Customer satisfaction item 1 to 3	.77	3

Table: Cronbach's Alpha customer experience and customer satisfaction

Item-Total Statistics	Cronbach's Alpha if Item Deleted
Customer experience item 1	.817
Customer experience item 2	.814
Customer experience item 3	.815
Customer experience item 4	.826
Customer experience item 5	.837
Customer experience item 6	.835
Customer experience item 7	.821
Customer experience item 8	.811
Customer experience item 9	.814
Customer experience item 10	.812
Customer experience item 11	.824
Customer experience item 12	.826
Customer experience item 13	.815
Customer experience item 14	.815
Customer experience item 15	.812

Table: Item-total statistics

Item-Total Statistics	Cronbach's Alpha if Item Deleted
Customer satisfaction item 1	.661
Customer satisfaction item 2	.808
Customer satisfaction item 3	.665

Table: Item-total statistics

Appendix G: Codes dimensions of consistency

No.	Code name	#
Impression		
1	Ambiance -	4
2	Ambiance +	7
3	Creating experience -	7
4	Creating experience +	2
5	Feeling -	5
6	Feeling +	1
7	Feeling at ease +	1
8	Theme +	5
9	Tourism minded +	10
10	Uniqueness -	1
11	Welcome feeling -	5
12	Welcome feeling +	7
	<i>Total</i>	<i>55</i>
Sociability		
1	Adaptability -	1
2	Attitude -	1
3	Attitude +	1
4	Cheerfulness -	1
5	Cheerfulness +	2
6	Correctness +	7
7	Customer oriented -	10
8	Customer oriented +	5
9	Detached -	2
10	Enjoying guests -	5
11	Enjoying guests +	5
12	Enthusiasm -	3
13	Enthusiasm +	3
14	Friendliness -	24
15	Friendliness +	36
16	Gratefulness +	1
17	Helpfulness -	11
18	Helpfulness +	24
19	Hospitality -	7
20	Hospitality +	8
21	Interested -	2
22	Interested +	4
23	Openness -	2
24	Openness +	6
25	Personal attention -	8
26	Personal attention +	5

27 Problem solving -	1
28 Problem solving +	5
29 Sincerity -	1
30 Social -	6
31 Social +	4
32 Spontaneity -	2
33 Taking effort -	5
34 Taking effort +	3
35 Taking serious +	1
36 Taking time -	12
37 Taking time +	3
38 Treated with decency -	1
39 Treating guest -	6
40 Treating guest +	6
<i>Total</i>	<i>240</i>

Communication

1 Clarity -	8
2 Clarity +	6
3 Communication -	6
4 Communication +	4
5 Emotionless communication +	1
6 Formal communication -	4
7 Formal communication +	1
8 Giving advice	4
9 Giving advice -	4
10 Intensity interaction -	8
11 Language -	19
12 Language +	23
13 Length of interaction +	1
14 Online and offline communication -	7
15 Online and offline communication +	1
16 Online communication +	1
17 Providing information -	1
18 Providing information +	3
19 Superficial contact -	1
20 Superficial contact +	1
<i>Total</i>	<i>104</i>

Service provider characteristics

1 Nature of the service -	20
2 Nature of the service +	10
3 Nature of the service provider -	4
4 Nature of the service provider +	4
5 Necessity of touchpoints -	3
6 Necessity of touchpoints +	3

7	Optionality +	1
8	Typical city trip services +	7
	<i>Total</i>	52

Service provider identity

1	Branding -	5
2	Branding +	2
3	Corporate culture +	2
4	Goal of the service provider -	3
5	Goal of the service provider +	5
6	Personality of employees -	7
7	Personality of employees +	4
8	Pleasure in work -	5
9	Pride -	1
10	Pride +	2
11	Professionalism -	2
12	Profit oriented -	4
13	Profit oriented +	9
14	Type of employee -	1
15	Type of employee +	1
	<i>Total</i>	53

Coordination

1	Chronological order +	3
2	Coordinated touchpoints -	2
3	Coordinated touchpoints +	8
4	Coordinated transport +	2
5	Efficiency -	4
6	Efficiency +	4
7	Logical order +	1
8	Loose parts -	3
9	Loose parts +	2
10	Organized -	1
11	Organized +	2
12	Smooth touchpoints -	3
13	Smooth touchpoints +	7
14	Waiting time -	3
15	Waiting time +	4
	<i>Total</i>	49

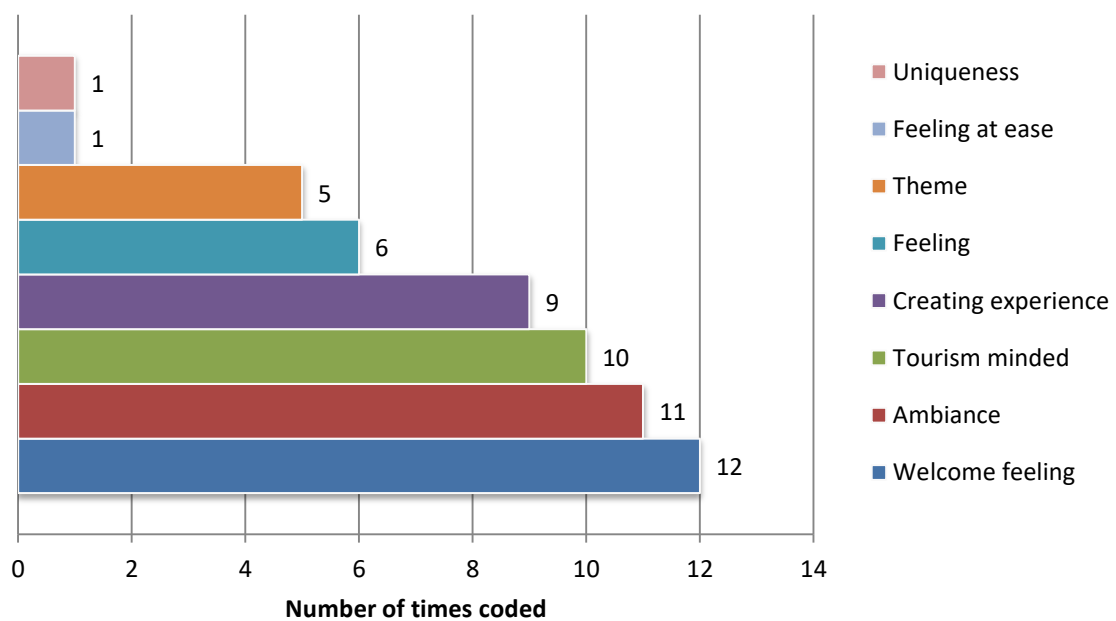
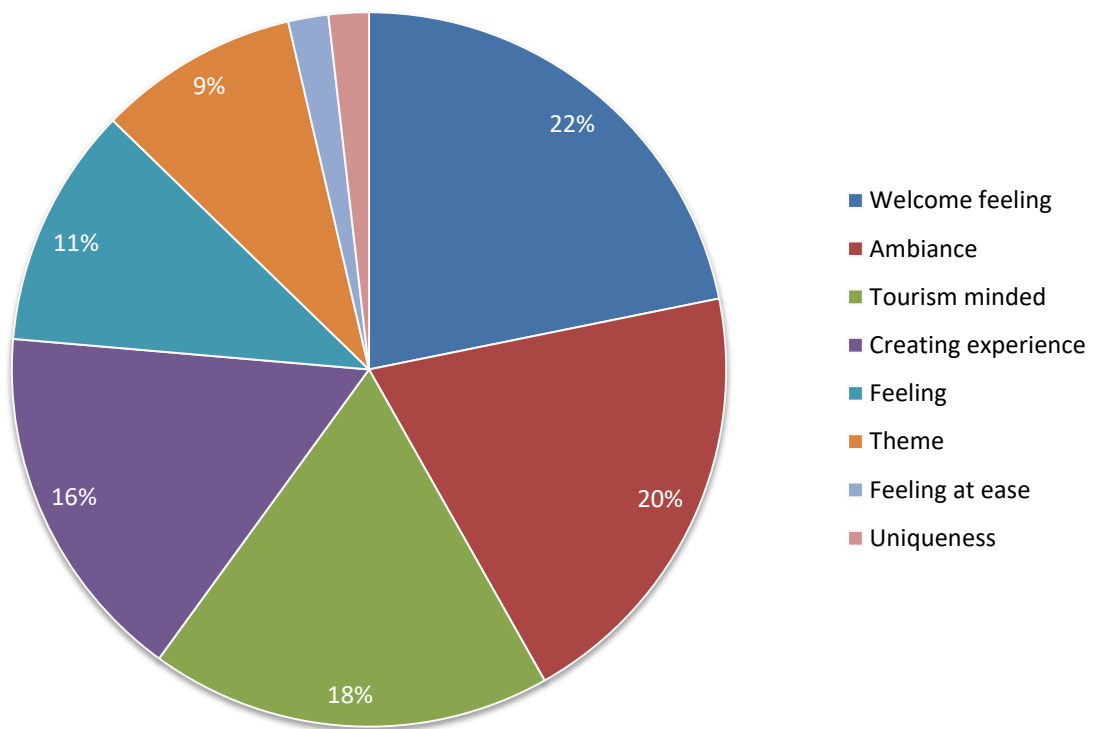
Quality

1	Assessment criteria -	1
2	Exceeding expectations -	2
3	Exceeding expectations +	3
4	Living up to expectations -	9
5	Living up to expectations +	4

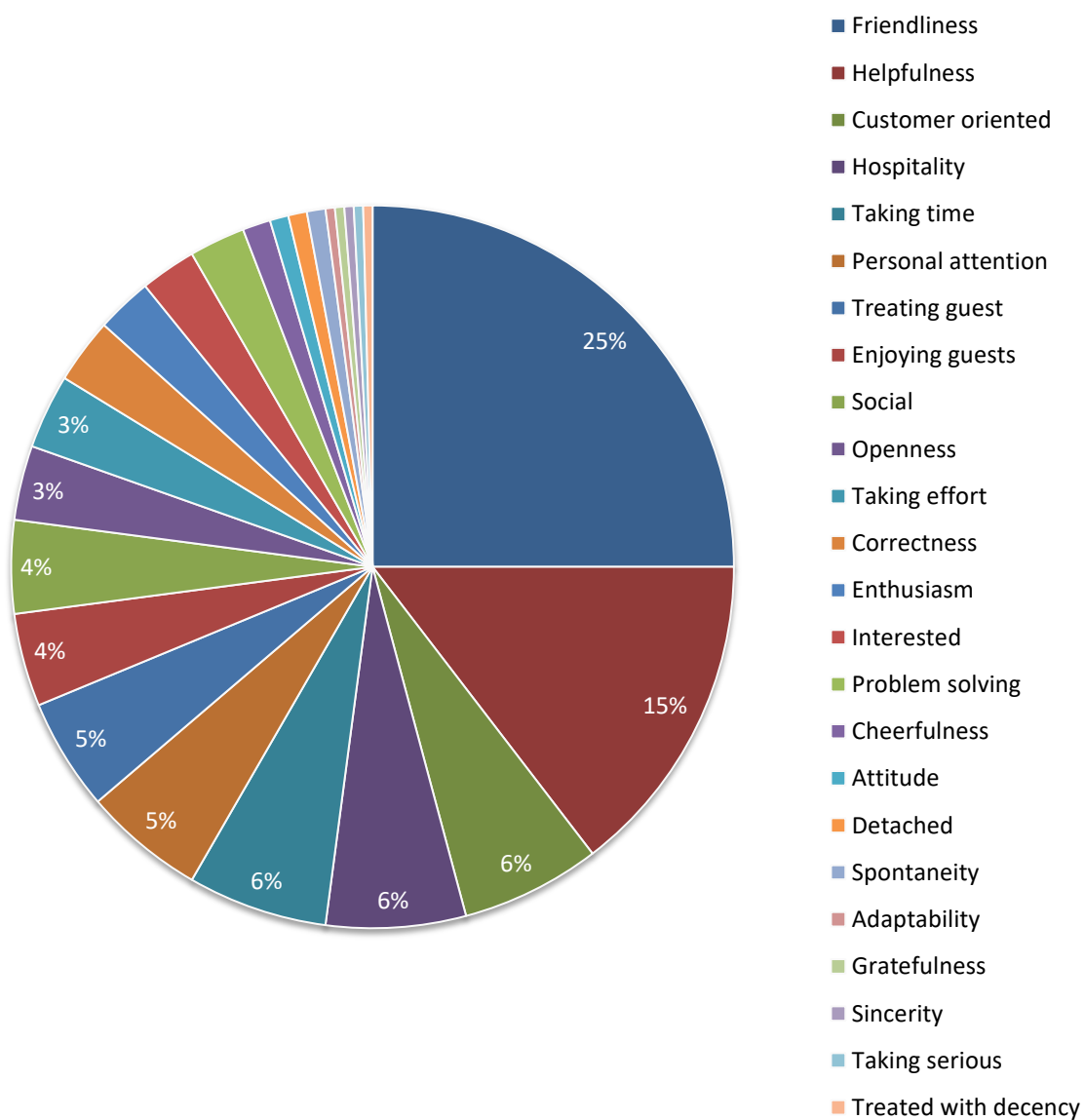
6	Price -	6
7	Price +	11
8	Quality -	3
9	Quality +	3
10	Service expectations -	1
11	Service level -	11
12	Service level +	8
13	Valence -	9
14	Valence +	11
15	Value for money -	8
16	Value for money +	3
<i>Total</i>		<i>93</i>

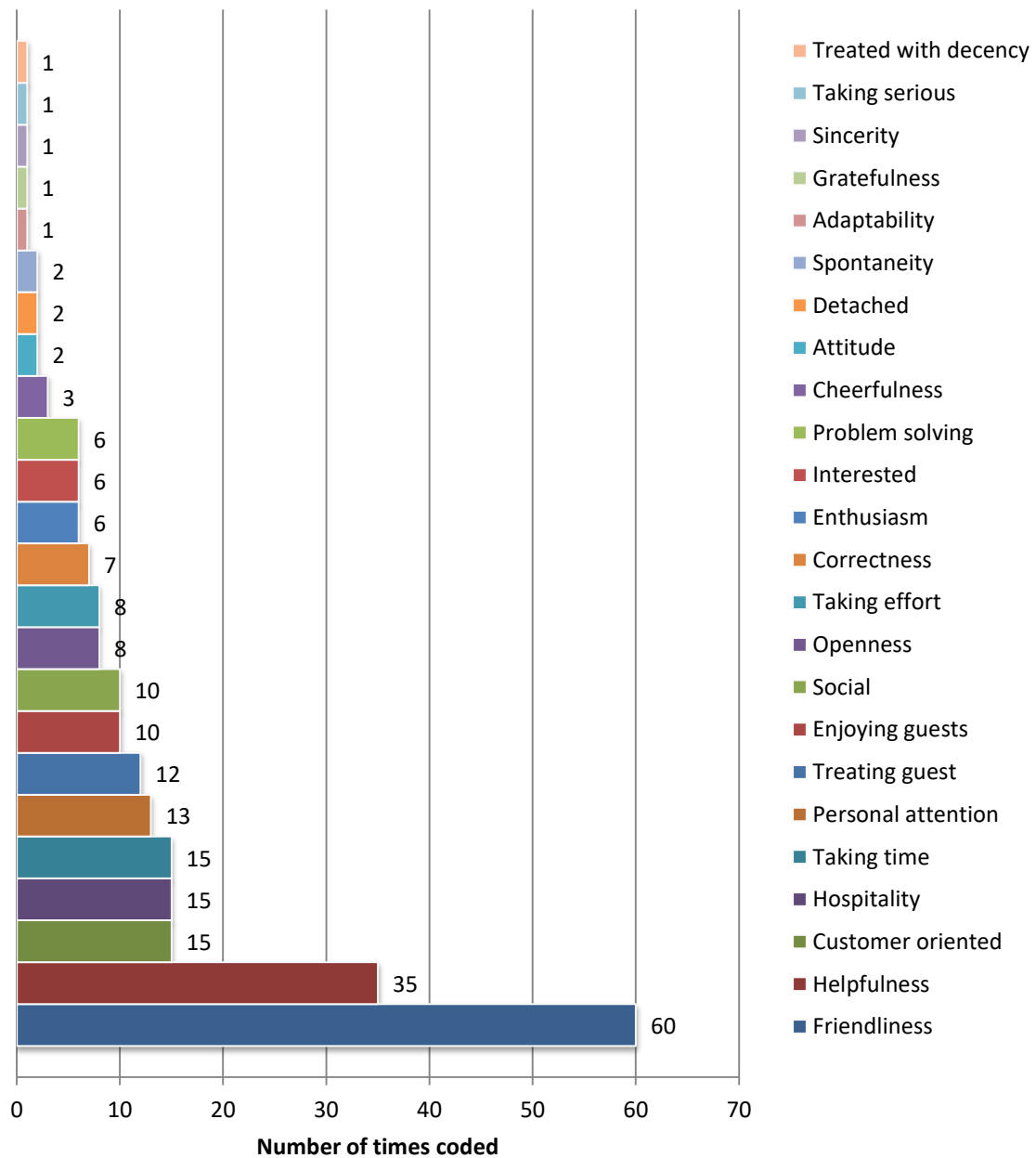
Table: Touchpoint consistency codes and values

Impression

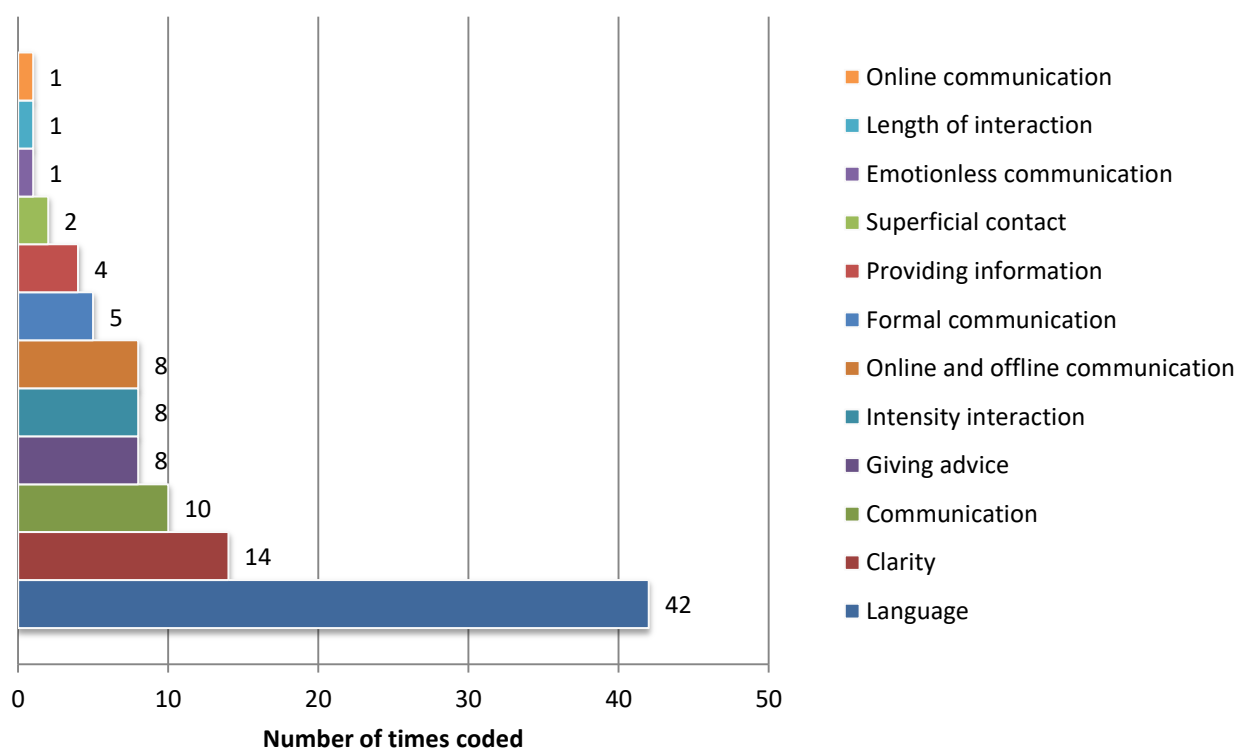
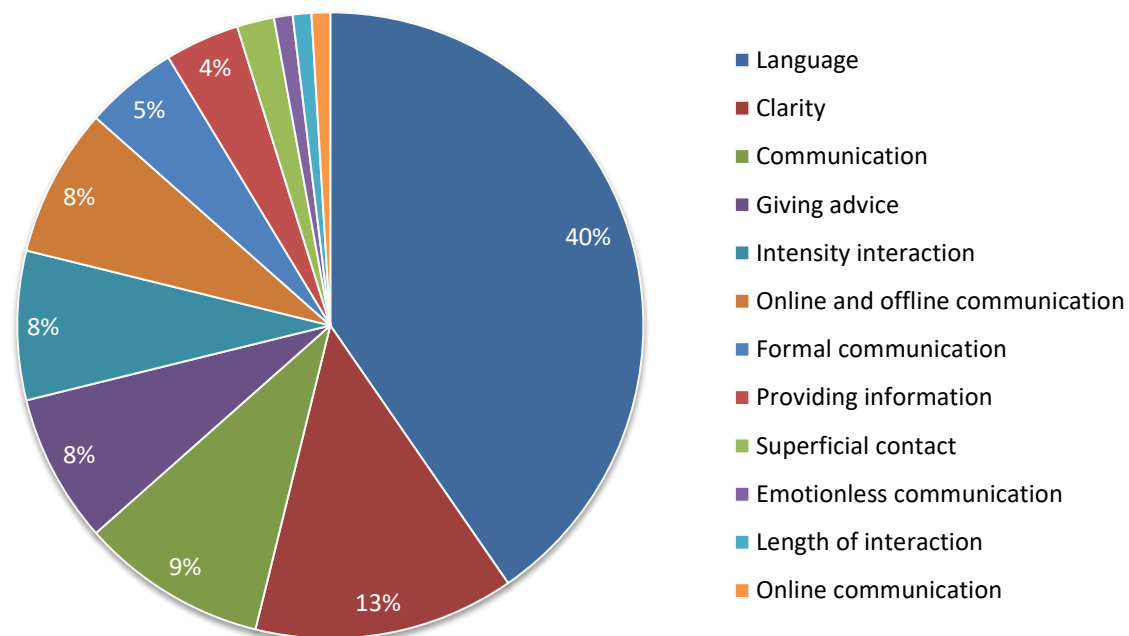


Sociability

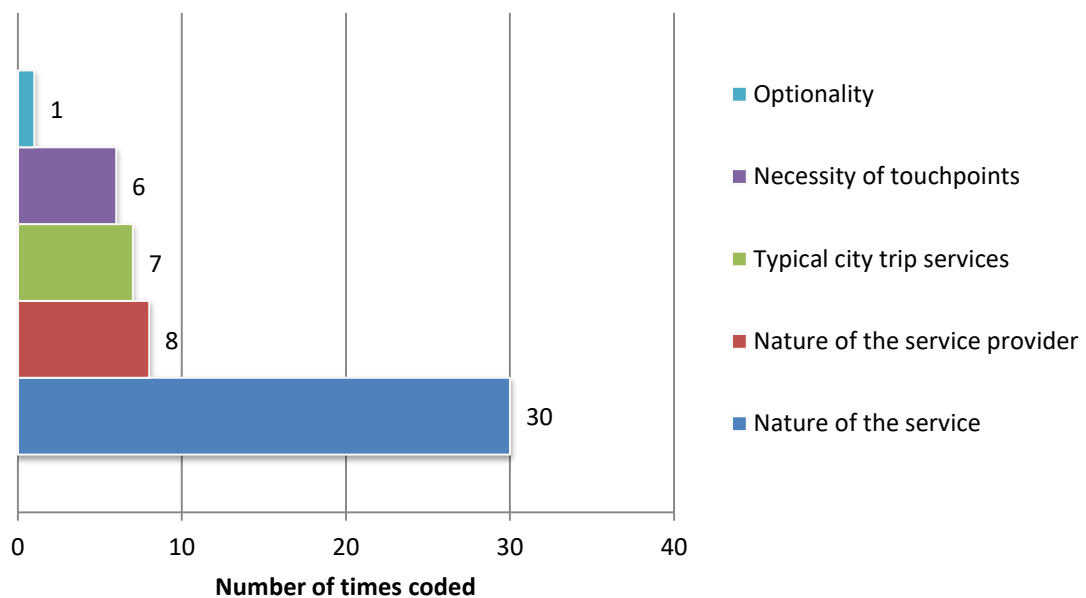
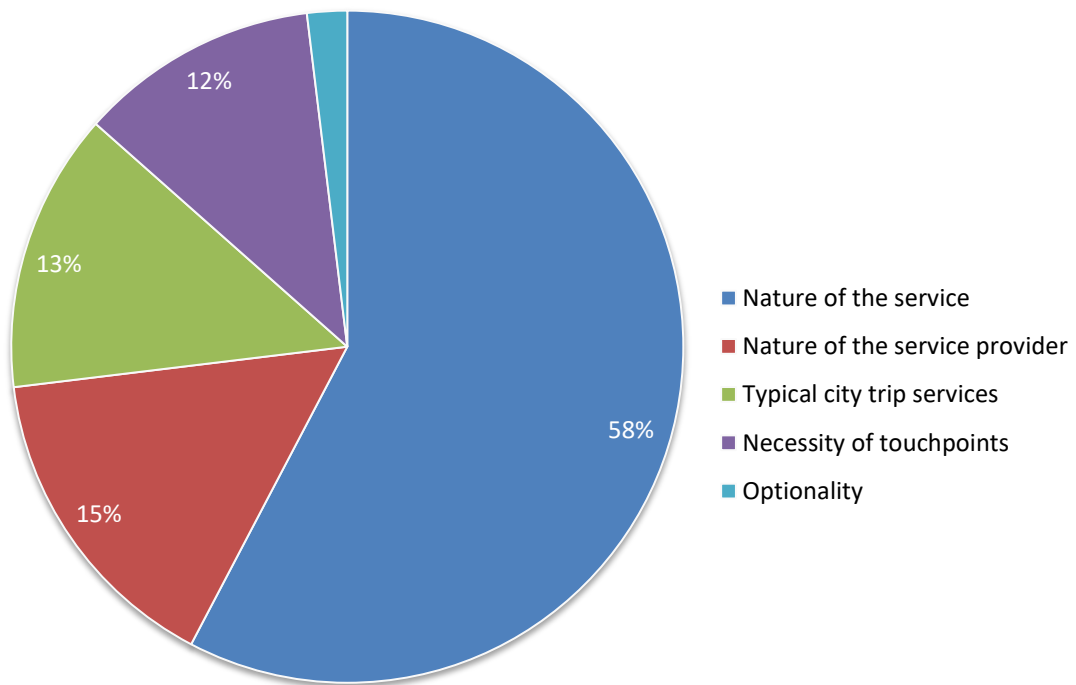




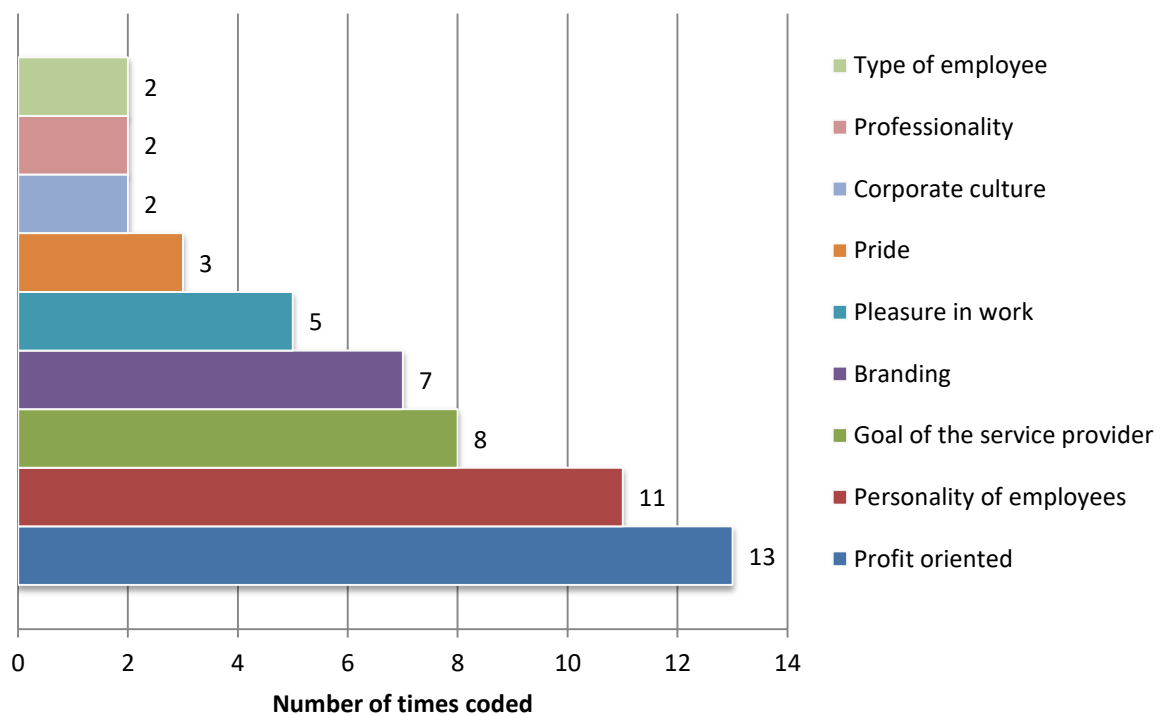
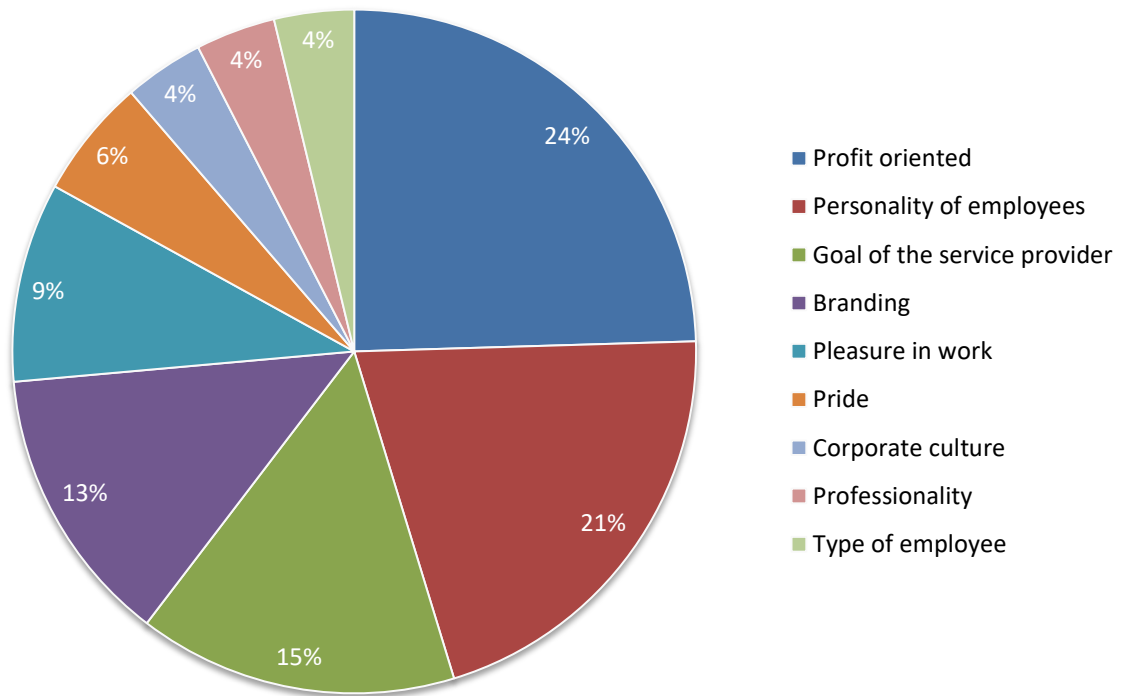
Communication



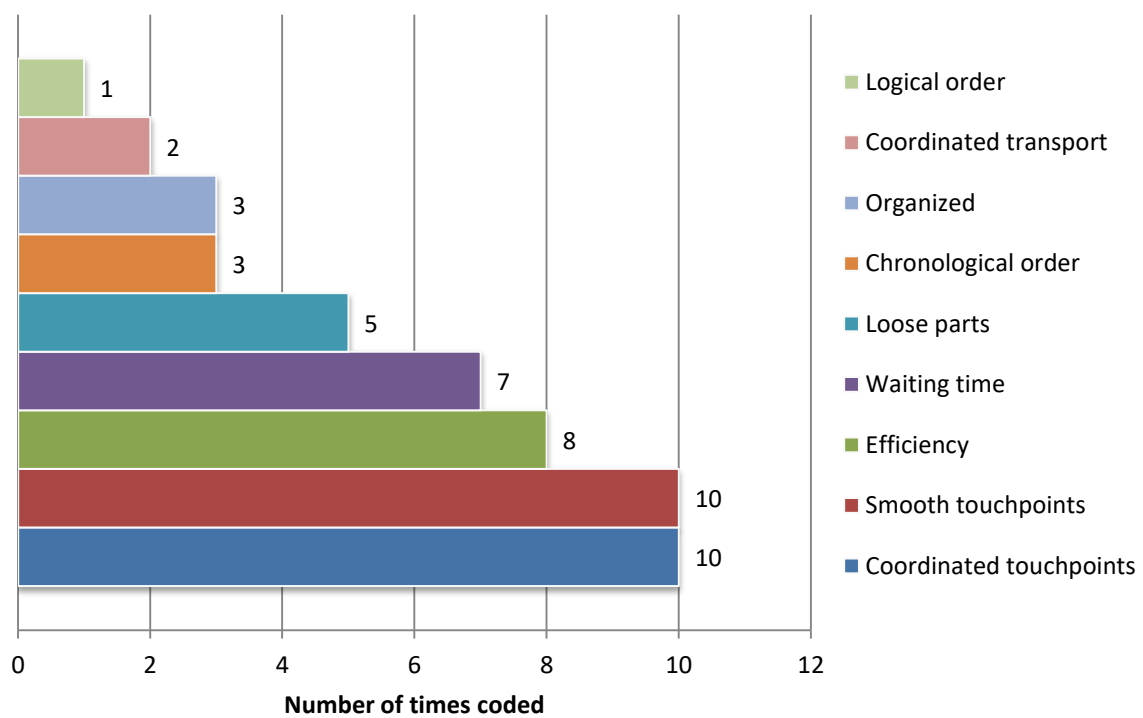
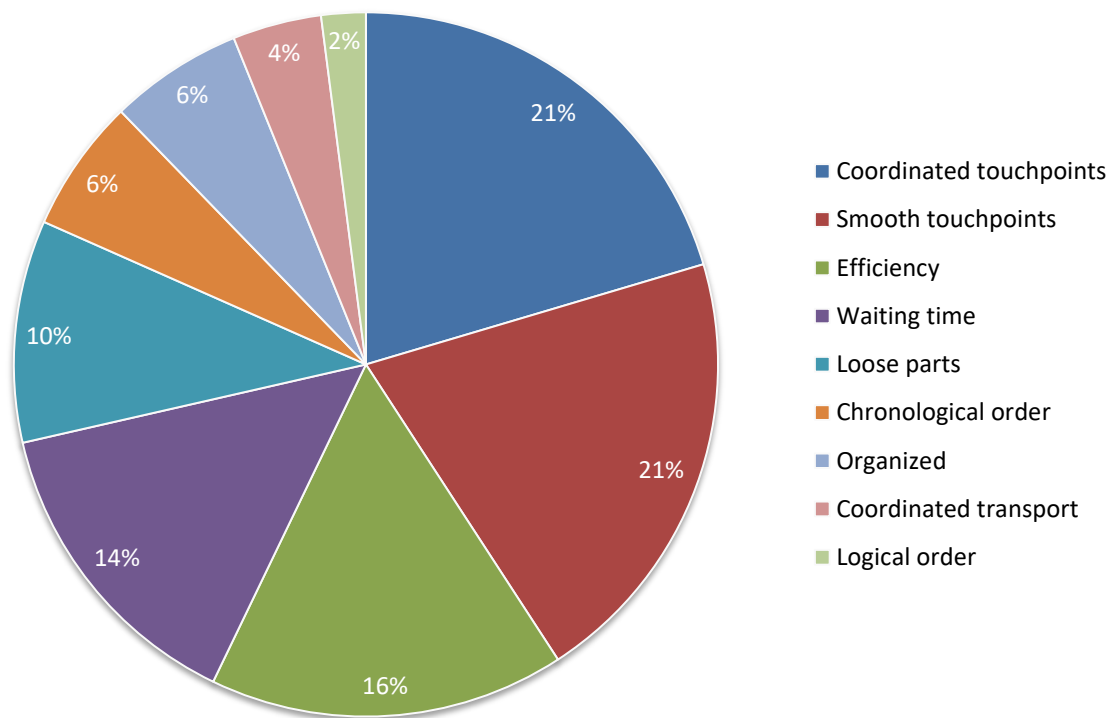
Service provider characteristics



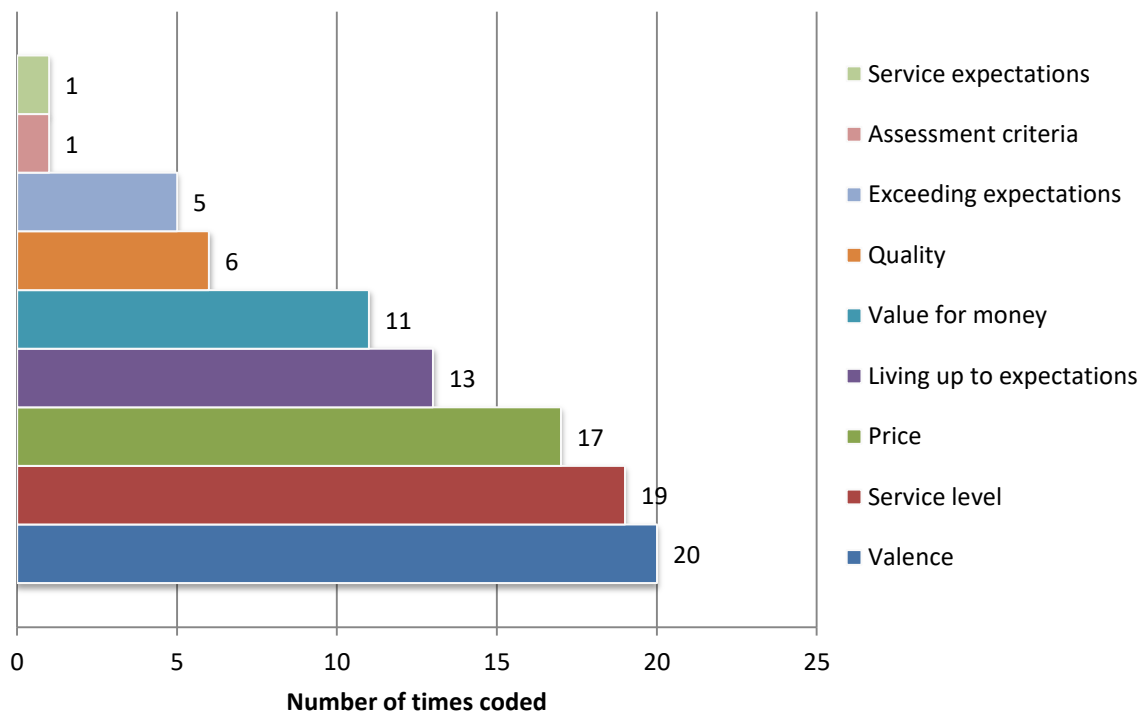
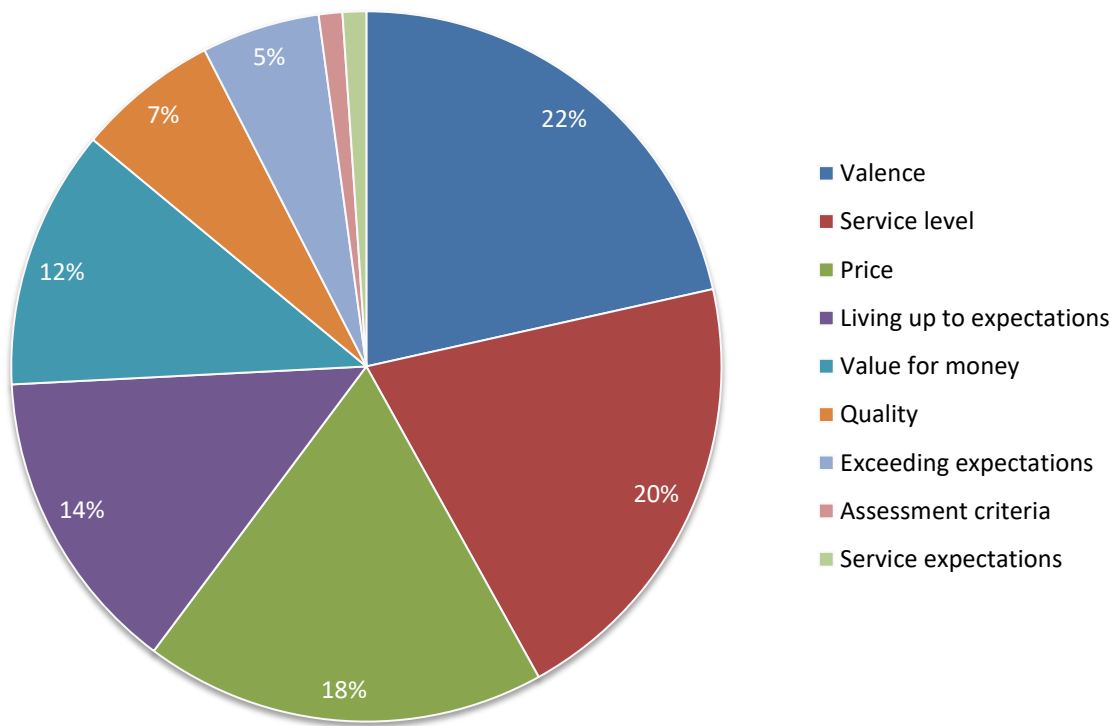
Service provider identity



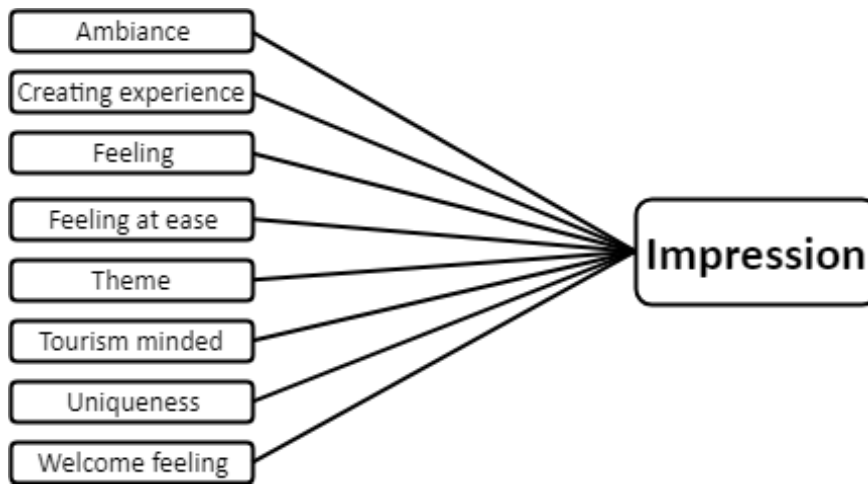
Coordination

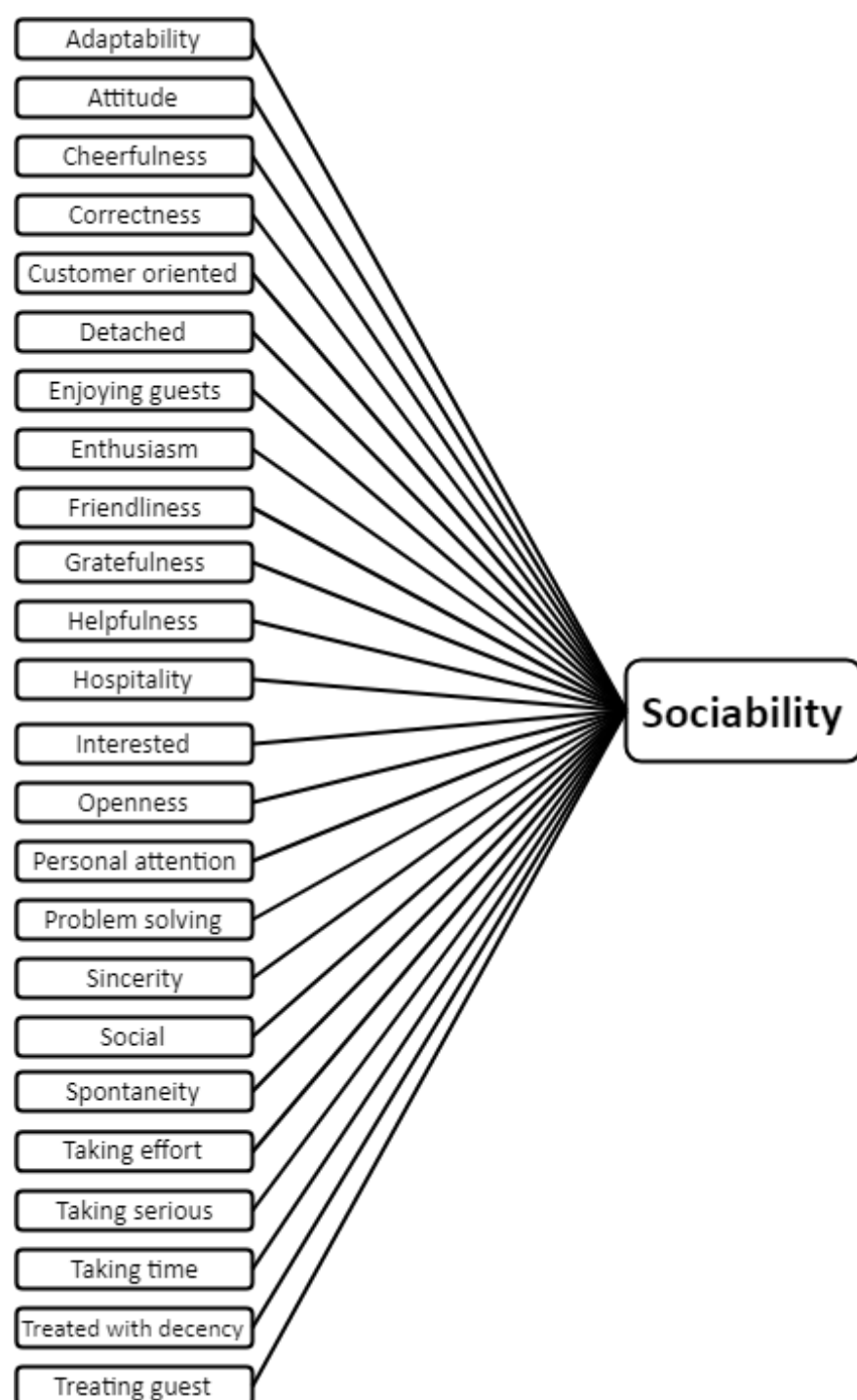


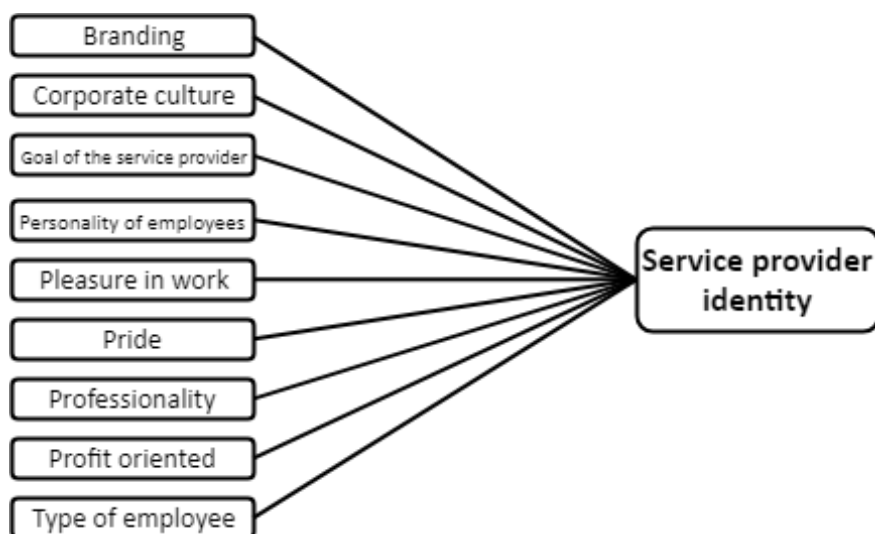
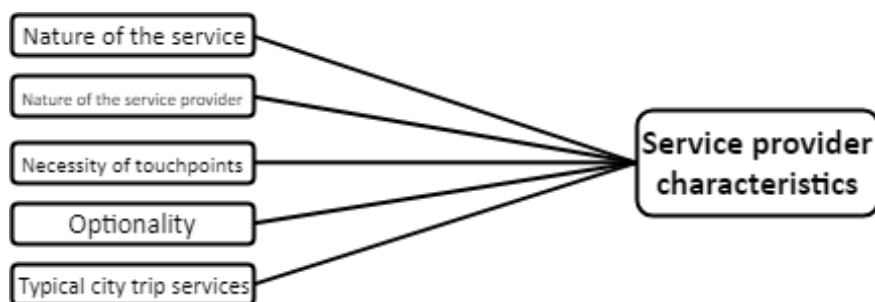
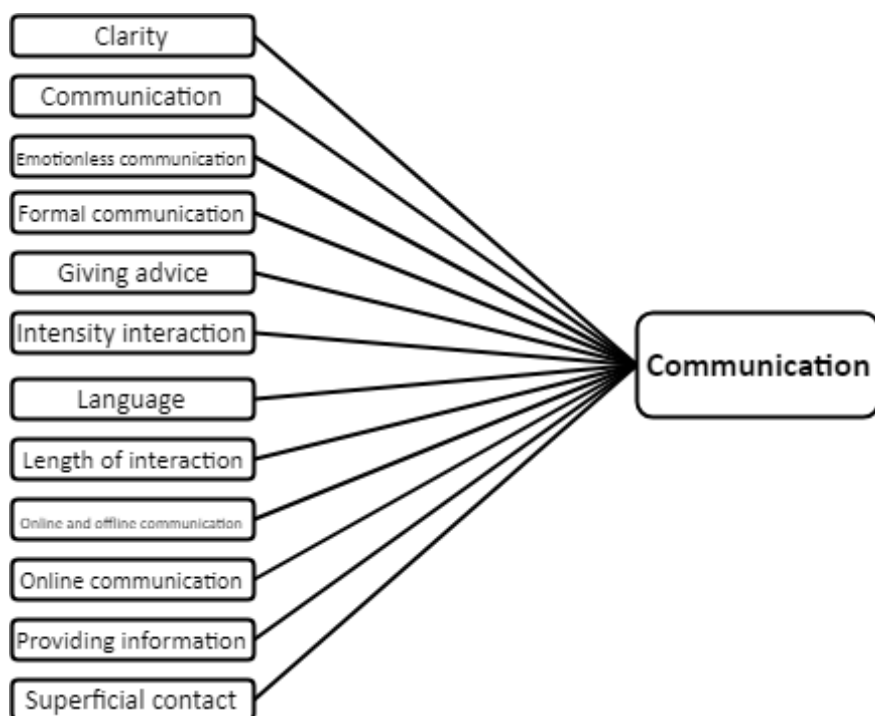
Quality

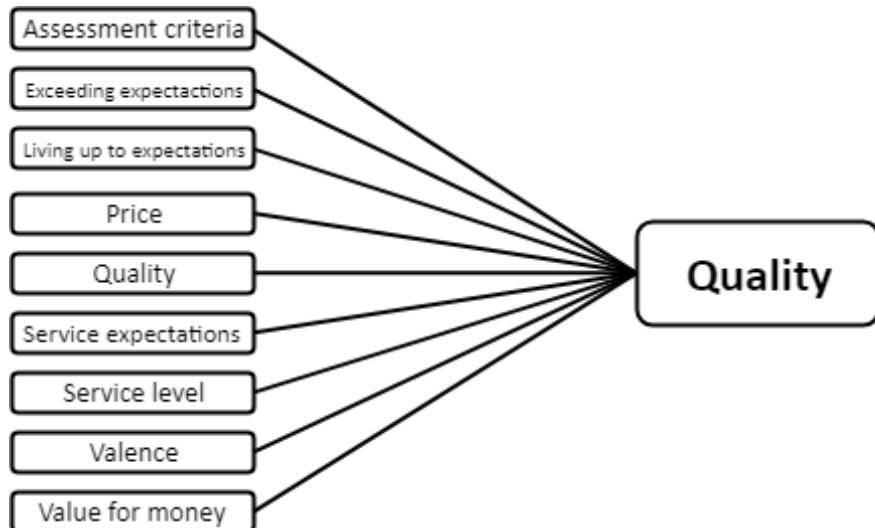
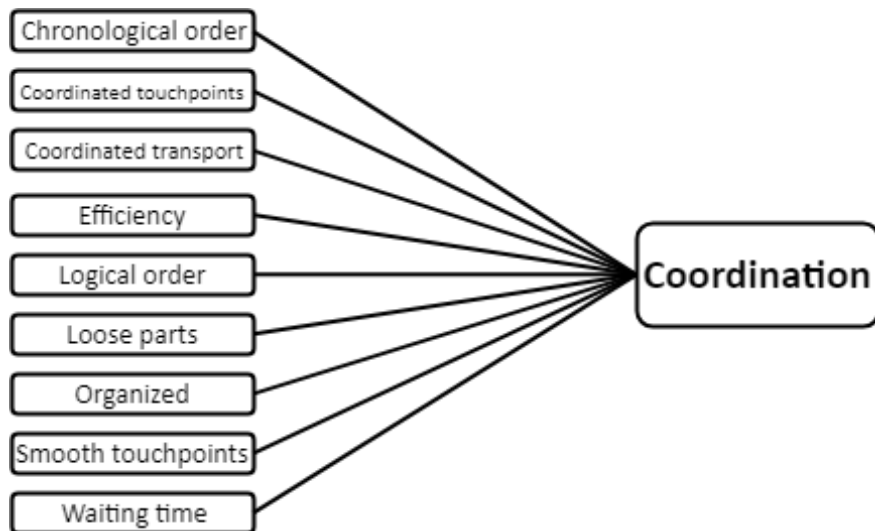


Appendix H: Code trees









Appendix I: Outcomes surveys

Item	Strongly disagree	Disagree	Somewhat disagree	Neither disagree or agree	Somewhat agree	Agree	Strongly agree
1	0	1	0	3	33	41	9
2	0	2	0	9	27	43	9
3	31	35	12	8	3	1	0
4	2	0	7	14	24	33	10
5	18	31	15	10	8	6	2
6	2	8	6	21	32	14	7
7	0	2	5	9	14	32	28
8	0	3	2	12	18	30	25
9	1	2	10	7	25	28	17
10	23	30	10	10	8	7	2
11	2	18	18	19	21	9	3
12	16	16	17	18	10	11	2
13	1	2	5	21	35	23	3
14	2	11	10	24	24	14	5
15	2	9	13	21	27	11	7
16	0	0	0	0	8	40	42
17	0	3	6	3	27	31	20

Table: Outcomes surveys items 1 to 17

Item	Completely dissatisfied	Dissatisfied	Somewhat dissatisfied	Neither dissatisfied or satisfied	Somewhat satisfied	Satisfied	Completely satisfied
18	0	0	0	0	5	56	29

Table: Outcomes surveys item 18

Customer experience on a 1 to 7 scale	Frequency	Percentage
2,67	1	1,1%
3,47	1	1,1%
3,53	1	1,1%
3,73	1	1,1%
3,80	1	1,1%
3,87	2	2,2%
4,00	2	2,2%
4,07	1	1,1%
4,13	2	2,2%
4,20	1	1,1%
4,27	2	2,2%
4,33	2	2,2%
4,40	3	3,3%
4,47	1	1,1%
4,60	3	3,3%
4,67	1	1,1%
4,73	2	2,2%
4,80	4	4,4%
4,87	3	3,3%
4,93	1	1,1%
5,00	4	4,4%
5,07	3	3,3%
5,13	4	4,4%
5,20	4	4,4%
5,27	5	5,6%
5,33	3	3,3%
5,40	3	3,3%
5,47	3	3,3%
5,53	5	5,6%
5,60	1	1,1%
5,67	4	4,4%
5,73	3	3,3%
5,87	4	4,4%

5,93	1	1,1%
6,07	1	1,1%
6,13	2	2,2%
6,20	2	2,2%
6,33	1	1,1%
6,40	1	1,1%
6,47	1	1,1%
Total	90	100%

Table: Outcomes customer experience

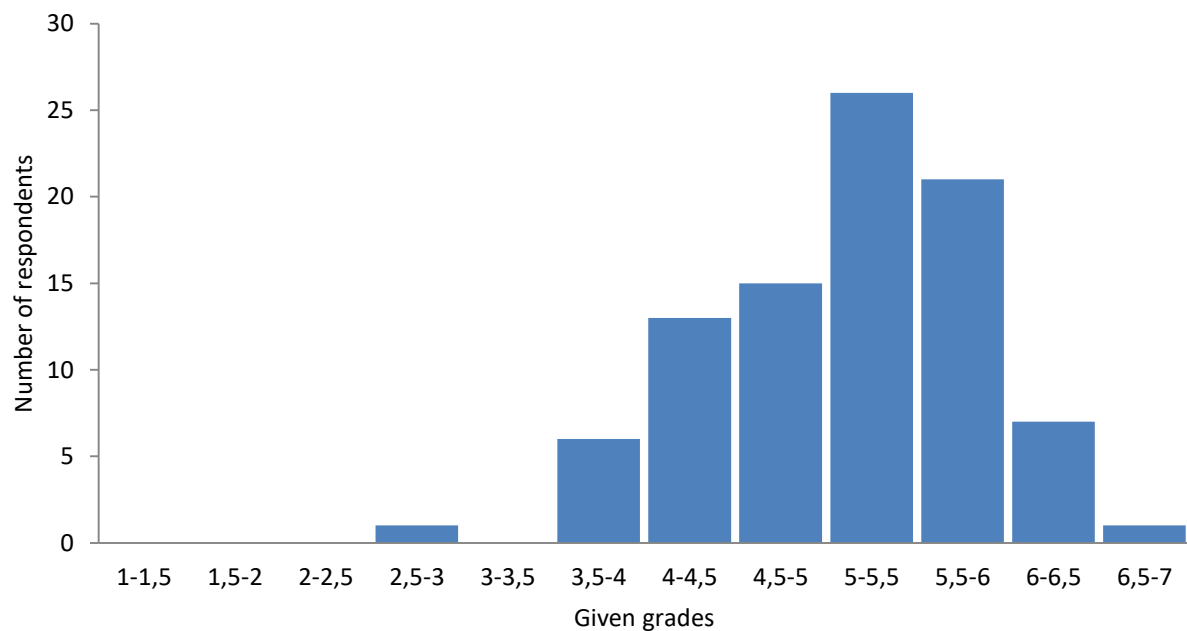


Figure: Chart distribution customer experience

Customer satisfaction on a 1 to 7 scale	Frequency	Percentage
4	3	3,3%
4,33	1	1,1%
4,67	2	2,2%
5	3	3,3%
5,33	2	2,2%
5,67	22	24,4%
6	20	22,2%
6,33	9	10%
6,67	12	13,3%
7	16	17,8%
Total	90	100%

Table: Outcomes customer satisfaction

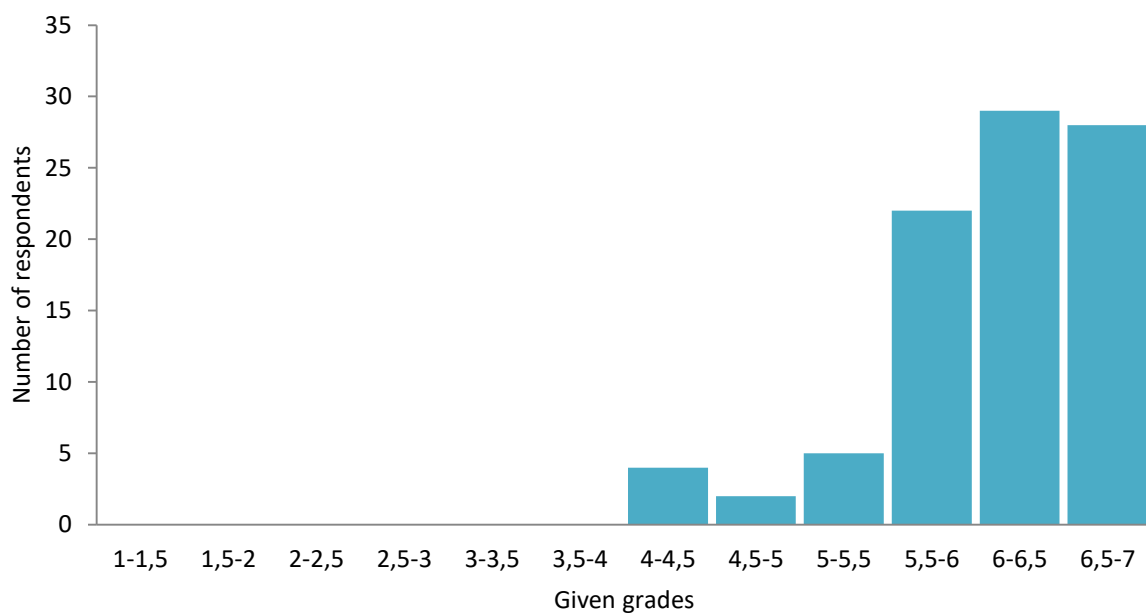


Figure: Chart distribution customer satisfaction

Overall touchpoint consistency	Frequency	Percentage
1	1	1,1%
2	2	2,2%
3	13	14,4%
4	10	11,1%
5	26	28,9%
6	33	36,7%
7	5	5,6%
Total	90	100%

Table: Outcomes overall touchpoint consistency

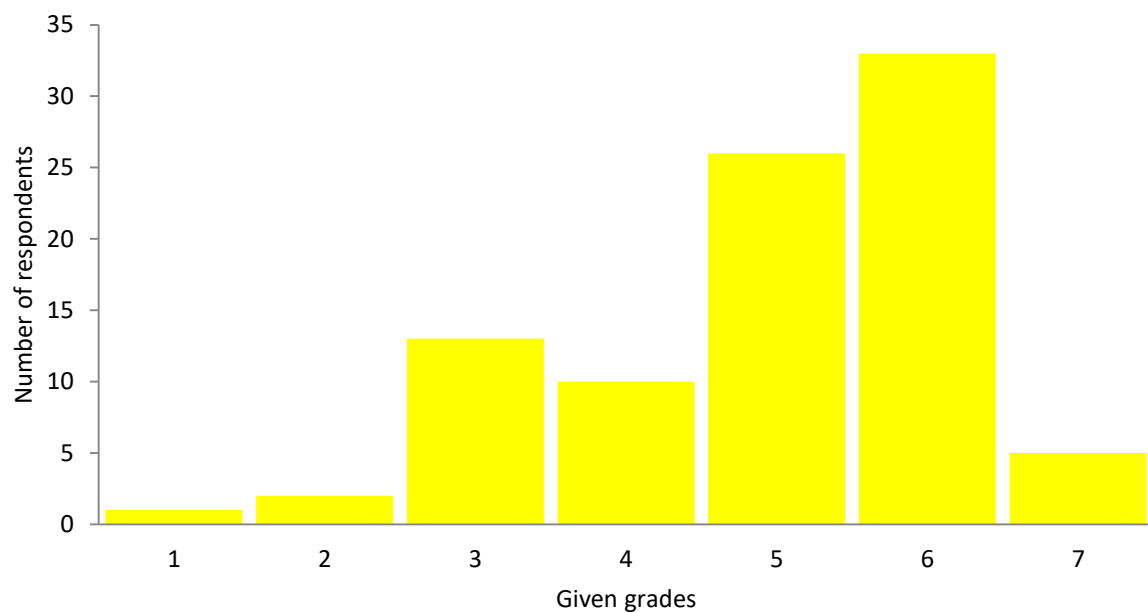


Figure: Chart distribution overall touchpoint consistency

Appendix J: Regression analysis SPSS

Customer experience: CE1

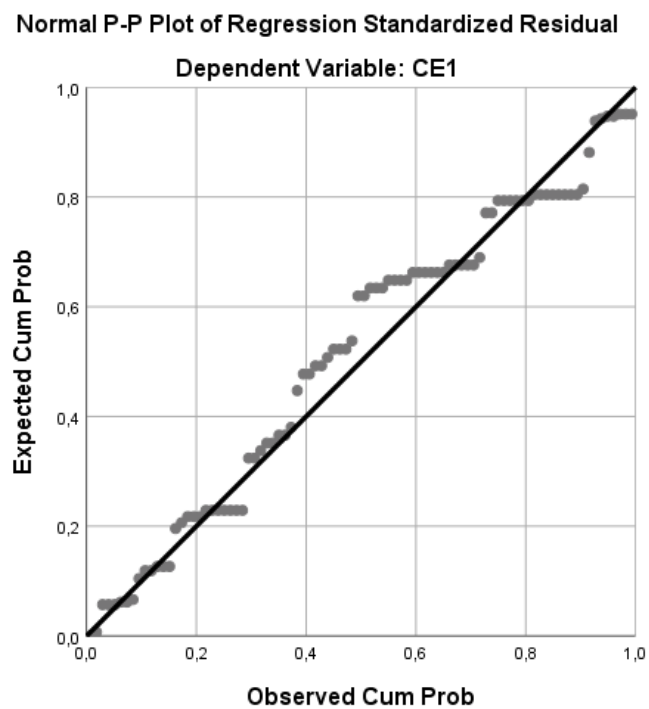


Figure: Scatter plot CE1

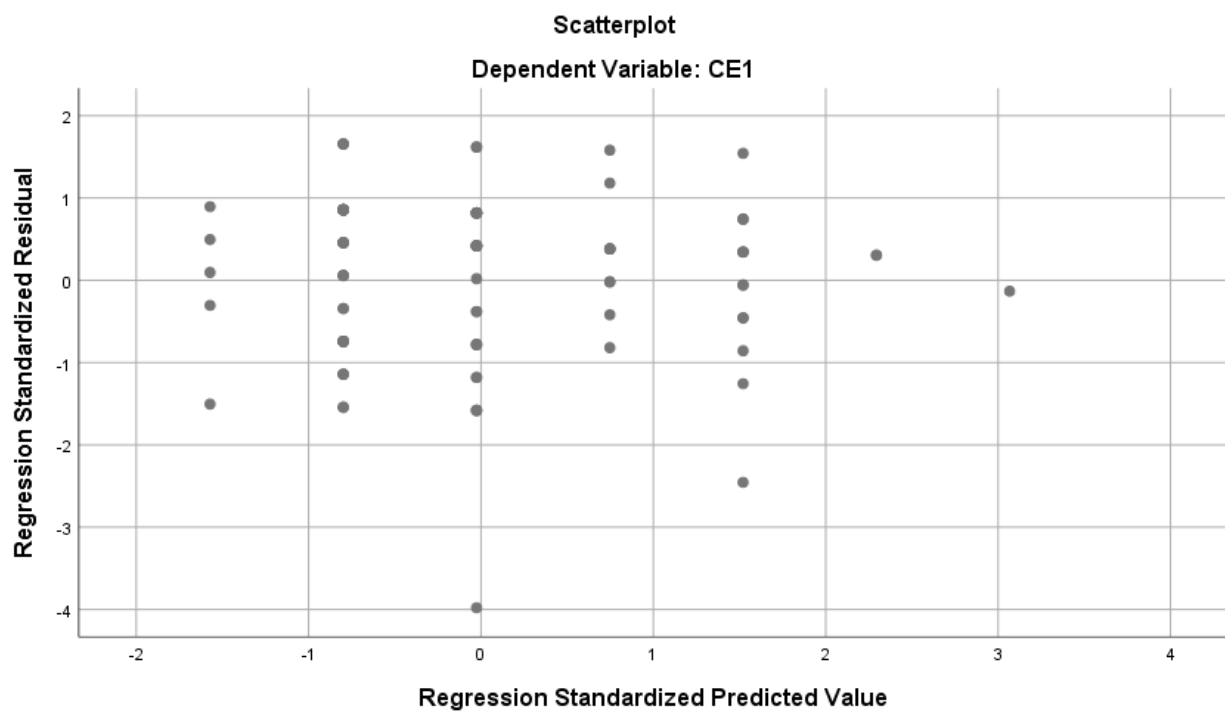


Figure: Scatter plot CE1

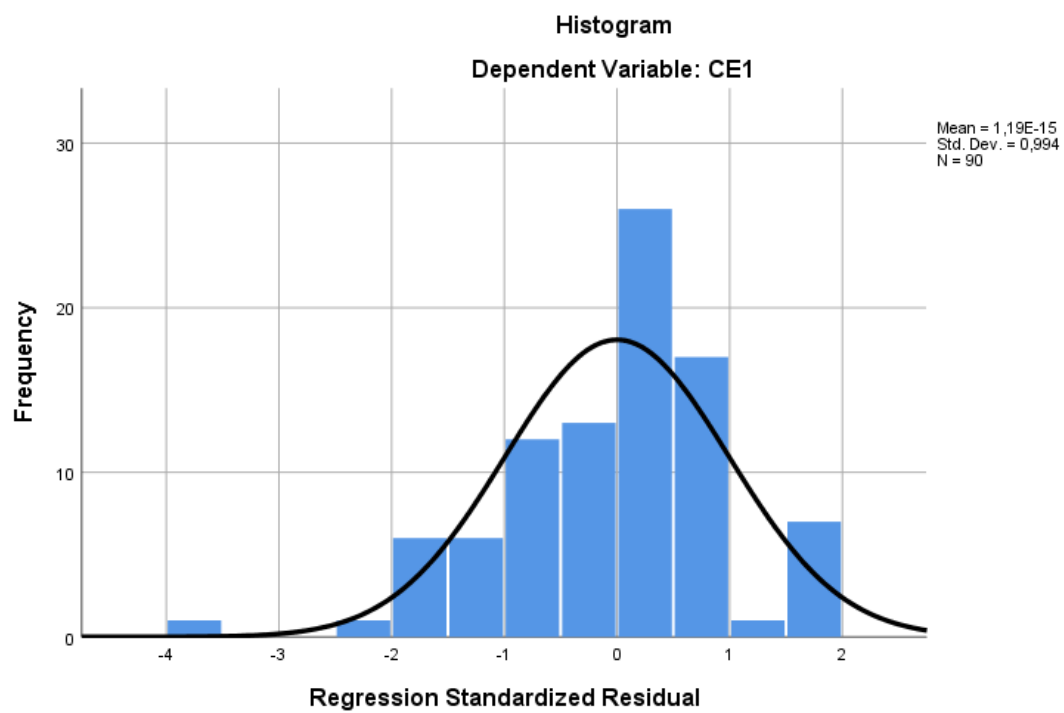


Figure: Histogram CE1

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,049 ^a	,002	-,009	,83370

a. Predictors: (Constant), Overall Touchpoint Consistency

b. Dependent Variable: CE1

Table: Model summary CE1

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,149	1	,149	,214	,644 ^b
	Residual	61,165	88	,695		
	Total	61,314	89			

a. Dependent Variable: CE1

b. Predictors: (Constant), Overall Touchpoint Consistency

Table: ANOVA CE1

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	5,809	,351		,000
	Overall Touchpoint Consistency	-,032	,068	-,049	,644

a. Dependent Variable: CE1

Table: Coefficients CE1

Customer experience: CE2

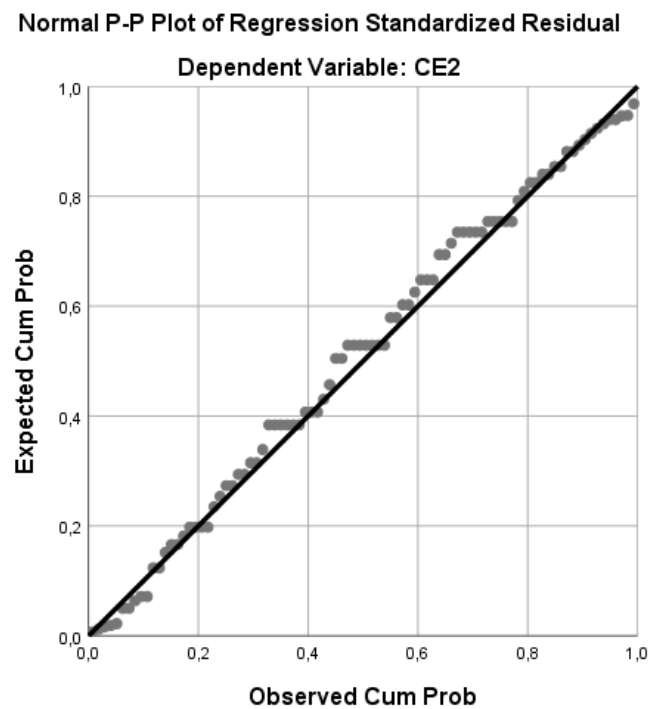


Figure: Scatter plot CE2

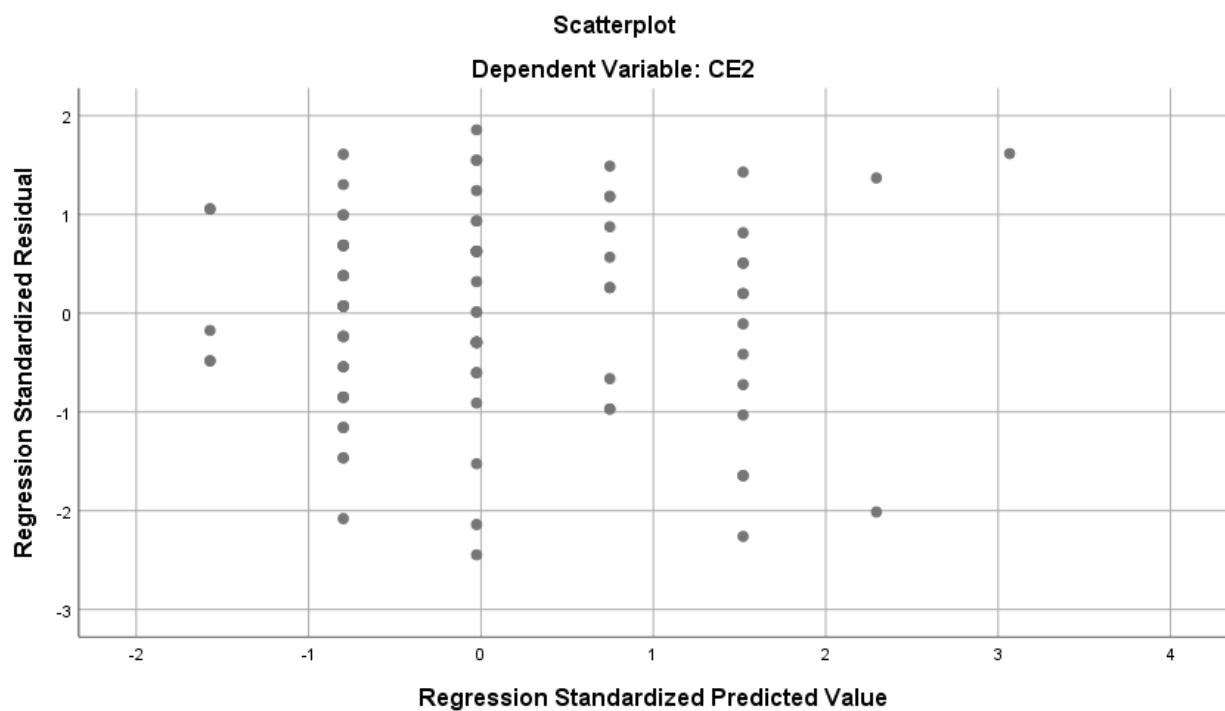


Figure: Scatter plot CE2

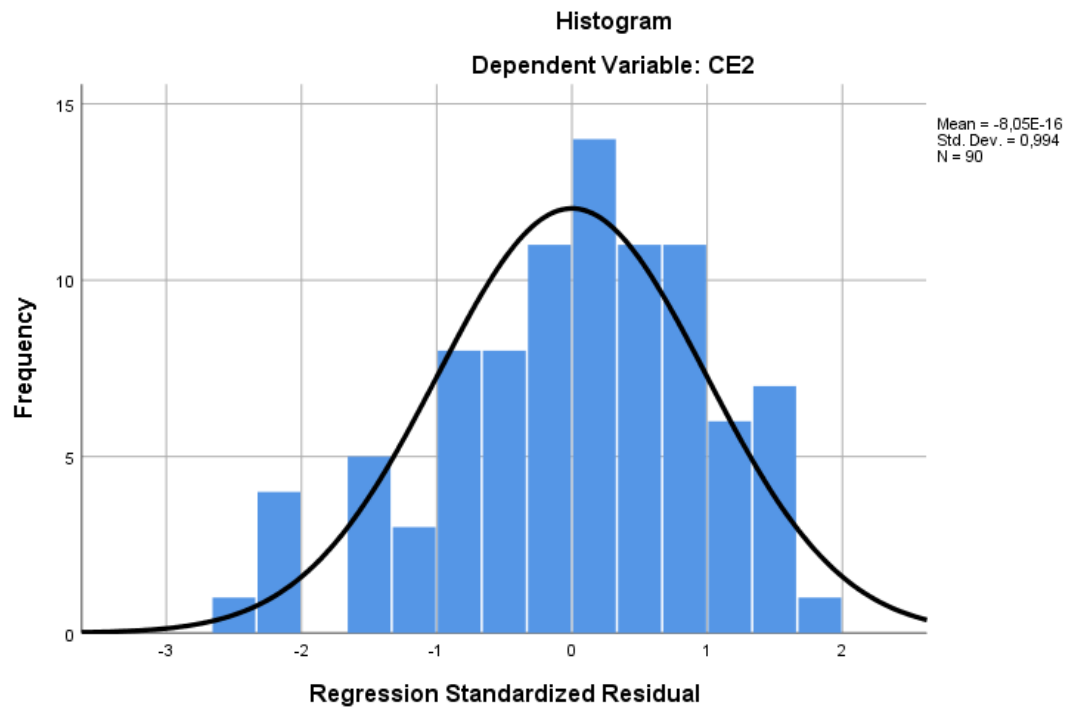


Figure: Histogram CE2

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,078 ^a	,006	-,005	1,08433

a. Predictors: (Constant), Overall Touchpoint Consistency

b. Dependent Variable: CE2

Table: Model summary CE2

ANOVA ^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	,632	1	,632	,537	,465 ^b
	Residual	103,468	88	1,176		
	Total	104,100	89			

a. Dependent Variable: CE2

b. Predictors: (Constant), Overall Touchpoint Consistency

Table: ANOVA CE2

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	5,312	,456		,000
	Overall Touchpoint Consistency	-,065	,089	-,078	,465

a. Dependent Variable: CE2

Table: Coefficients CE2

Customer experience: CE3

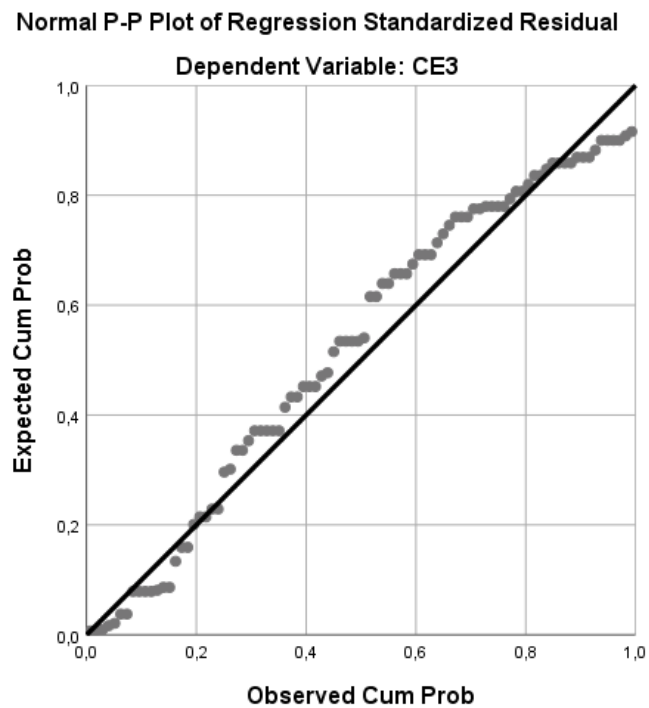


Figure: Scatter plot CE3

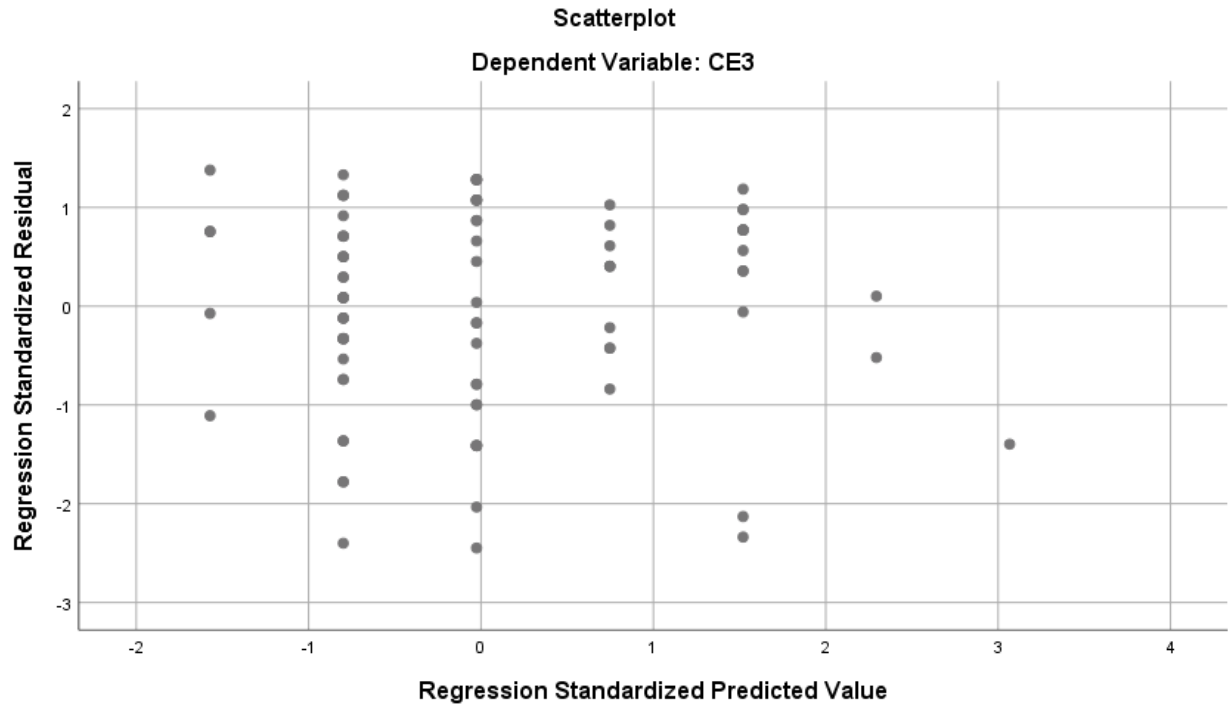


Figure: Scatter plot CE3

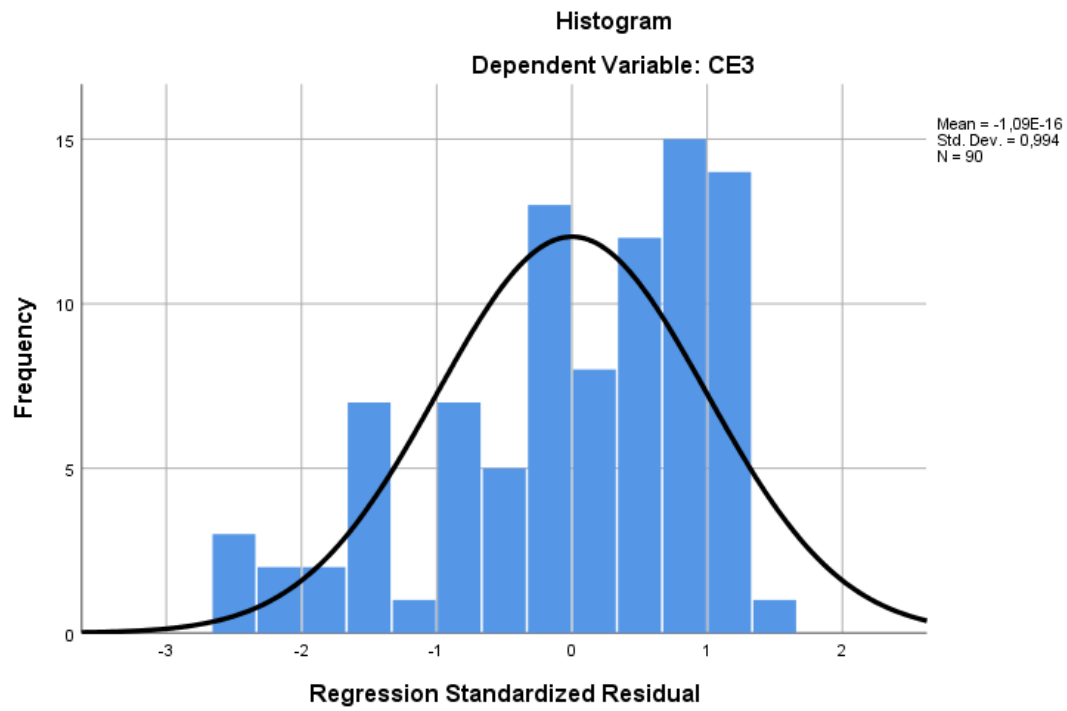


Figure: Histogram CE3

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,062 ^a	,004	-,007	1,20638

a. Predictors: (Constant), Overall Touchpoint Consistency

b. Dependent Variable: CE3

Table: Model summary CE3

ANOVA ^a						
		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	,501	1	,501	,344	,559 ^b
	Residual	128,072	88	1,455		
	Total	128,572	89			

a. Dependent Variable: CE3

b. Predictors: (Constant), Overall Touchpoint Consistency

Table: ANOVA CE3

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	5,744	,507		,000
	Overall Touchpoint Consistency	-,058	,099	-,062	,559

a. Dependent Variable: CE3

Table: Coefficients CE3

Customer experience: CE4

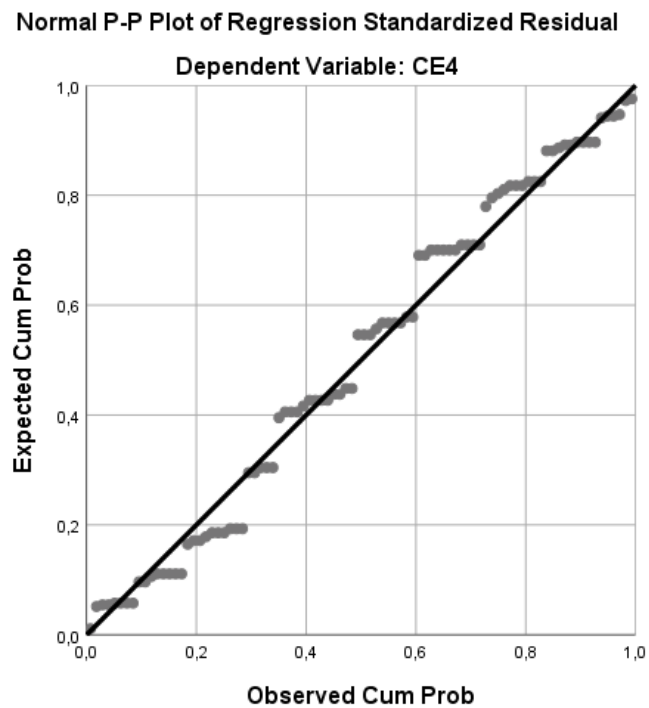


Figure: Scatter plot CE4

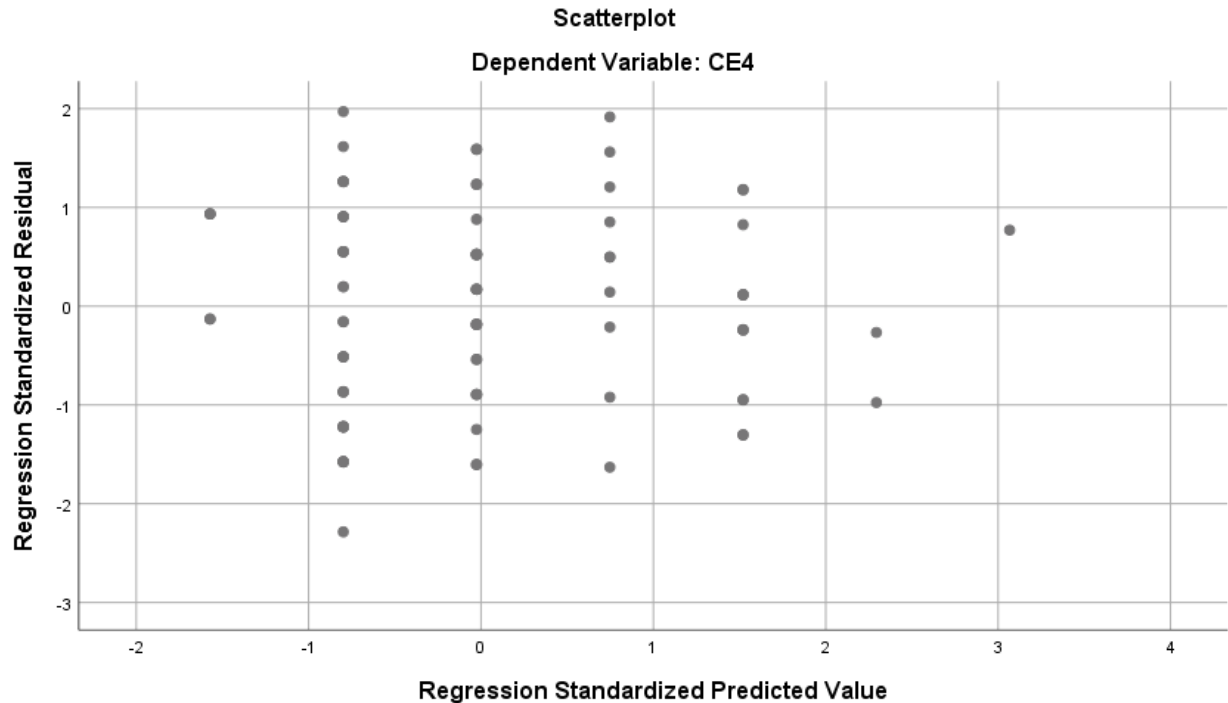


Figure: Scatter plot CE4

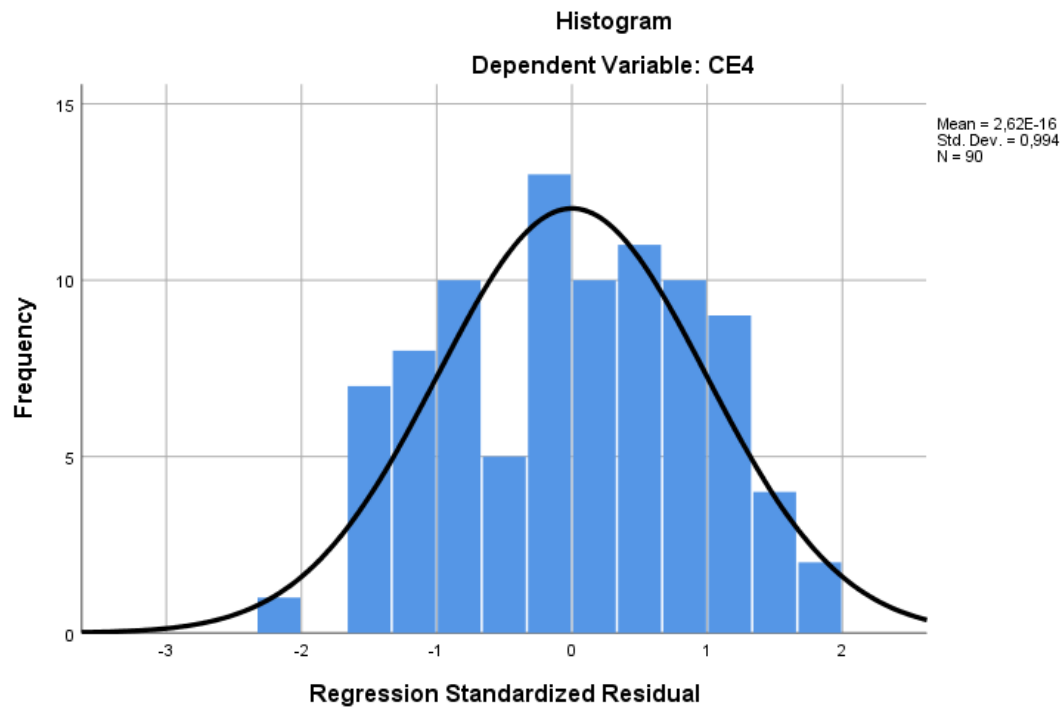


Figure: Histogram CE4

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,035 ^a	,001	-,010	1,40976

a. Predictors: (Constant), Overall Touchpoint Consistency

b. Dependent Variable: CE4

Table: Model summary CE4

ANOVA ^a						
		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	,219	1	,219	,110	,740 ^b
	Residual	174,894	88	1,987		
	Total	175,114	89			

a. Dependent Variable: CE4

b. Predictors: (Constant), Overall Touchpoint Consistency

Table: ANOVA CE4

Coefficients^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	4,452	,593		,000
	Overall Touchpoint Consistency	-,038	,116	-,035	,740

a. Dependent Variable: CE4

Table: Coefficients CE4

Customer experience: CE5

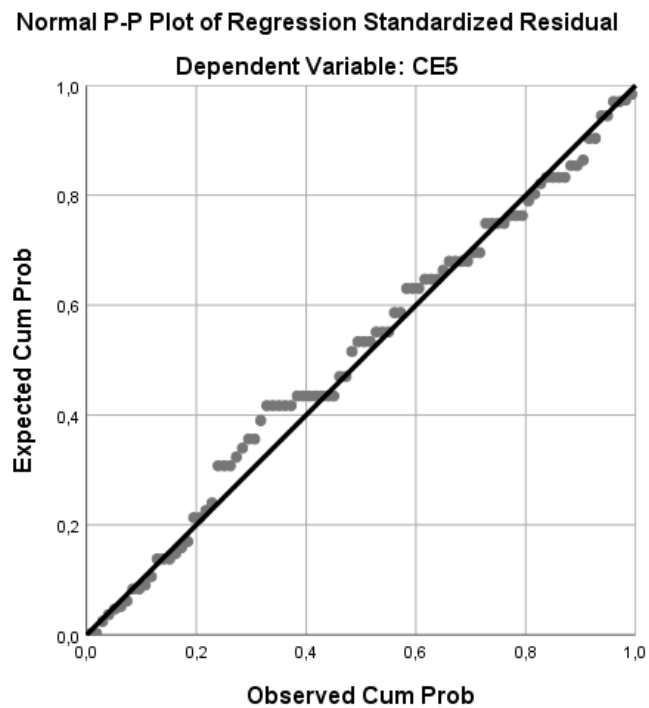


Figure: Scatter plot CE5

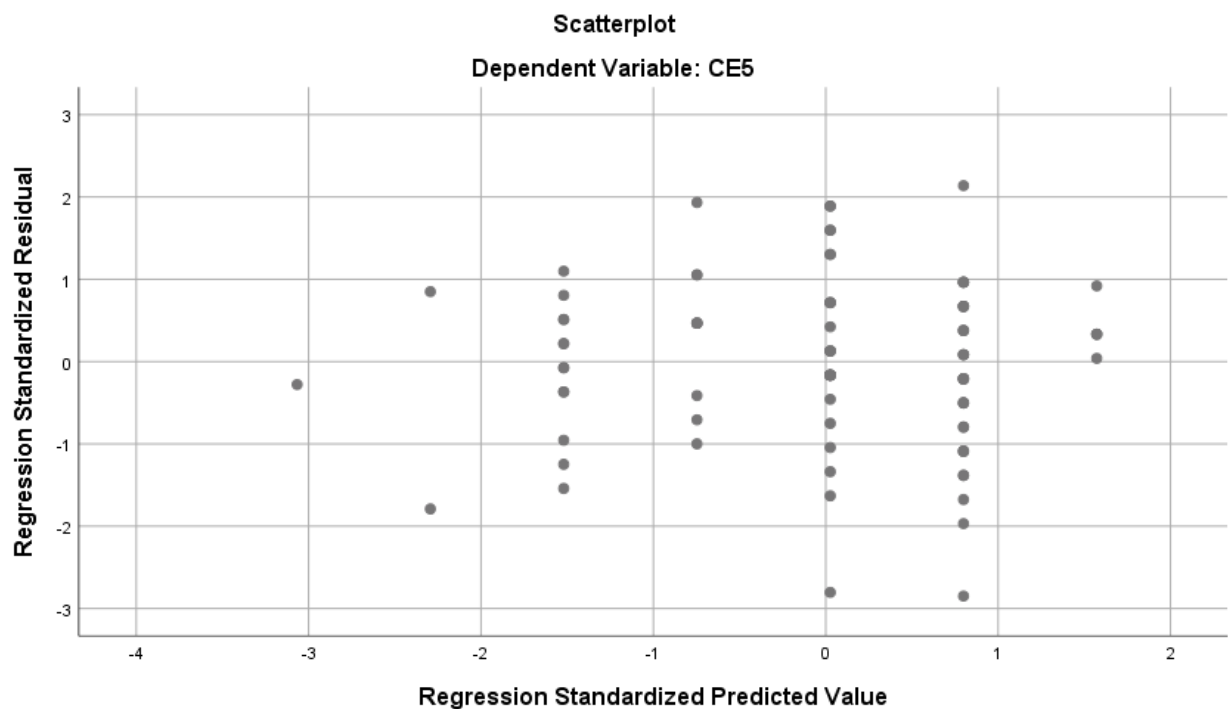


Figure: Scatter plot CE5

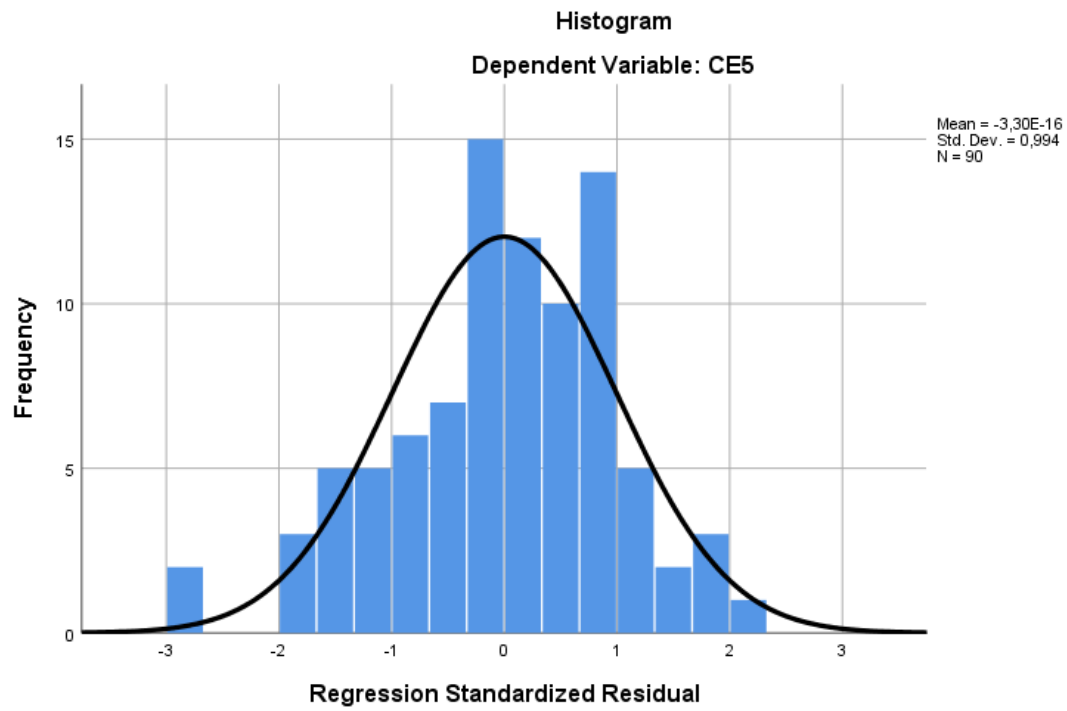


Figure: Histogram CE5

Model Summary ^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,058 ^a	,003	-,008	1,13639

a. Predictors: (Constant), Overall Touchpoint Consistency

b. Dependent Variable: CE5

Table: Model summary CE5

ANOVA ^a						
		Sum of				
Model		Squares	df	Mean Square	F	Sig.
1	Regression	,383	1	,383	,297	,587 ^b
	Residual	113,641	88	1,291		
	Total	114,025	89			

a. Dependent Variable: CE5

b. Predictors: (Constant), Overall Touchpoint Consistency

Table: ANOVA CE5

Coefficients ^a					
Model		Unstandardized Coefficients		Standardized Coefficients	Sig.
		B	Std. Error	Beta	
1	(Constant)	4,266	,478		,000
	Overall Touchpoint Consistency	,051	,093	,058	,587

a. Dependent Variable: CE5

Table: Coefficients CE5

Customer satisfaction

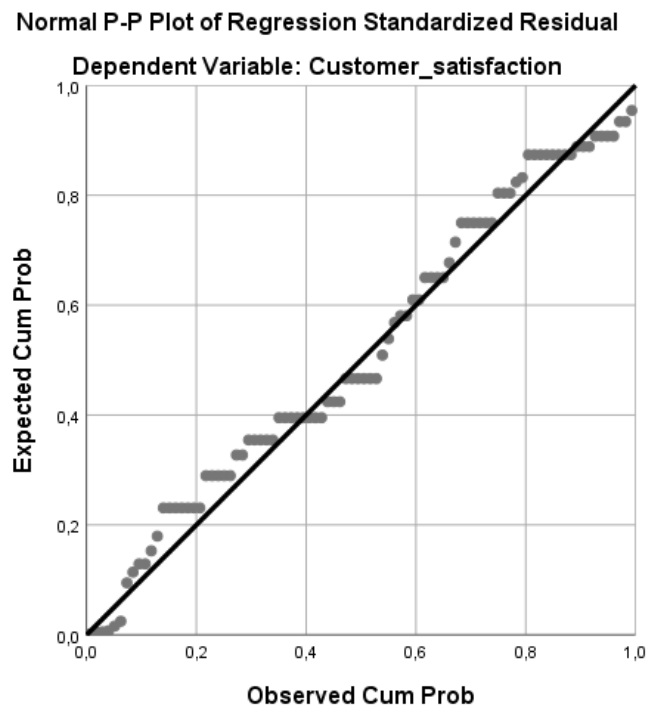


Figure: Scatter plot customer satisfaction

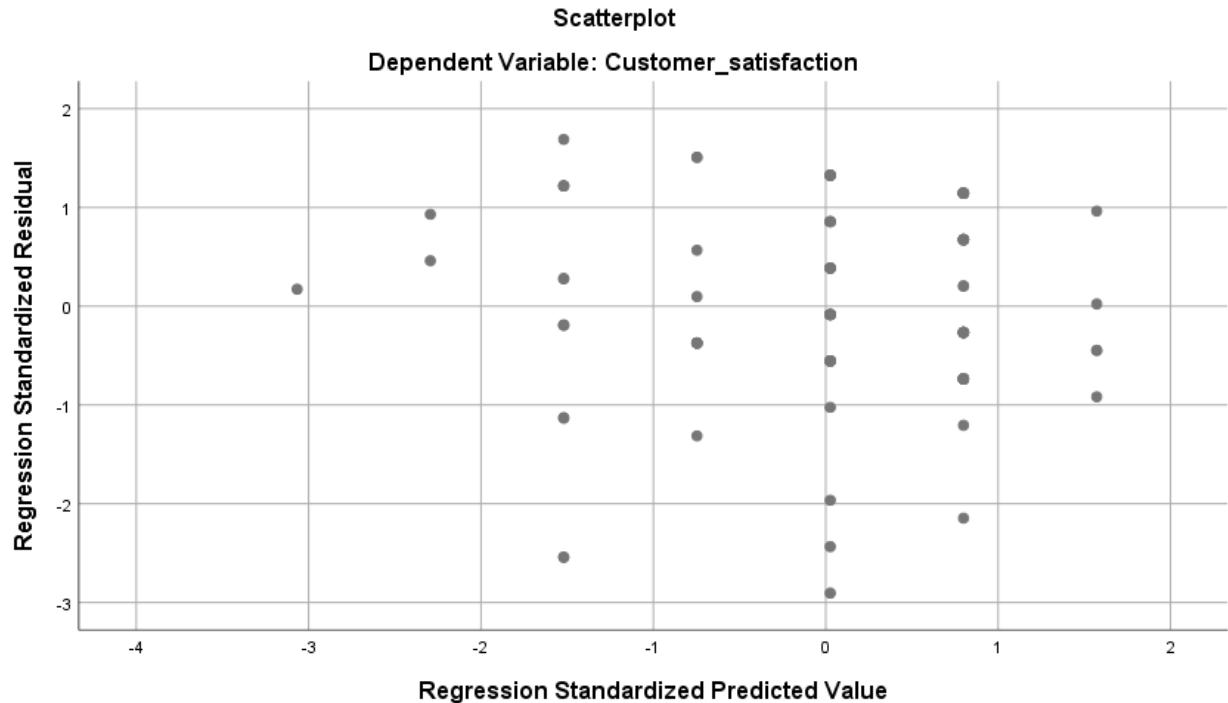


Figure: Scatter plot customer satisfaction

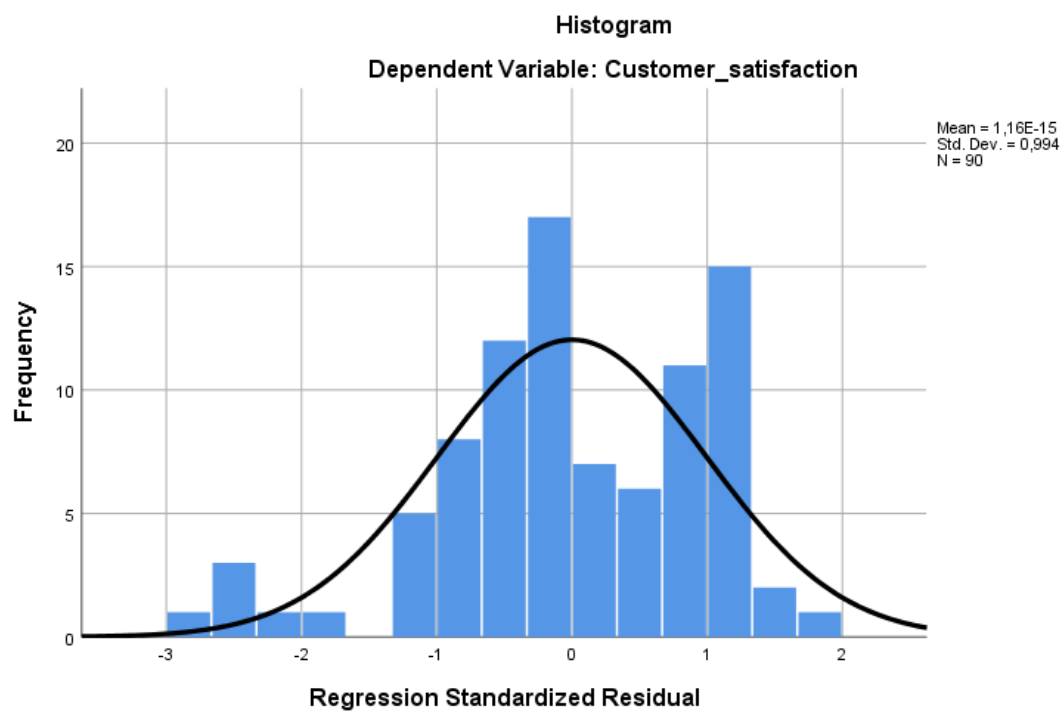


Figure: Histogram customer satisfaction

Model Summary^b				
Model	R	R Square	Adjusted R Square	Std. Error of the Estimate
1	,230 ^a	,053	,042	,70915

a. Predictors: (Constant), Overall Touchpoint Consistency

b. Dependent Variable: Customer satisfaction

Table: Model summary customer satisfaction

ANOVA^a						
Model		Sum of Squares	df	Mean Square	F	Sig.
1	Regression	2,467	1	2,467	4,906	,029 ^b
	Residual	44,255	88	,503		
	Total	46,722	89			

a. Dependent Variable: Customer satisfaction

b. Predictors: (Constant), Overall Touchpoint Consistency

Table: ANOVA customer satisfaction

Coefficients^a					
		Unstandardized Coefficients		Standardized Coefficients	
Model		B	Std. Error	Beta	t Sig.
1	(Constant)	5,416	,298		18,165 ,000
	Overall Touchpoint Consistency	,129	,058	,230	2,215 ,029

a. Dependent Variable: satisfaction

Table: Coefficients customer satisfaction

	Model 1				Model 2			
	Main effect				With control variables			
	b	SE B	β	p	b	SE B	β	p
Touchpoint consistency	-.03	.07	-.05	$p = .644$	-.02	.06	-.04	$p = .727$
Length of city trip					.24	.09	.28	$p = .012^*$
Special occasion					-.04	.17	-.02	$p = .838$
Booker city trip 1					-.46	.23	-.25	$p = .050$
Booker city trip 2					-.30	.21	-.18	$p = .156$
Expenses city trip					.23	.19	.14	$p = .206$
Number of touchpoints					.02	.02	.10	$p = .360$

Note. Block 1: $R^2 = .00$, $F(1, 88) = 2.14$, $p = .644$; Block 2: $R^2 = .20$, $F(7, 82) = 2.96$, $p < .01$;

Block 2: $\Delta R^2 = .199$, $p < .01$.

* $p < .05$.

Booker city trip 1: Respondent versus other/travel agency. Booker city trip 2: Together versus other/travel agency.

Table: Effects of overall touchpoint consistency on CE1 when controlling for descriptive variables

	Model 1				Model 2			
	Main effect				With control variables			
	b	SE B	β	p	b	SE B	β	p
Touchpoint consistency	-.07	.09	-.08	$p = .465$	-.04	.09	-.04	$p = .677$
Length of city trip					-.07	.13	-.06	$p = .618$
Special occasion					.34	.24	.16	$p = .162$
Booker city trip 1					.08	.33	.03	$p = .817$
Booker city trip 2					.20	.29	.09	$p = .495$
Expenses city trip					.18	.26	.08	$p = .487$
Number of touchpoints					.03	.03	.13	$p = .272$

Note. Block 1: $R^2 = .01$, $F(1, 88) = 0.54$, $p = .465$; Block 2: $R^2 = .06$, $F(7, 82) = 0.73$, $p = .647$;

Block 2: $\Delta R^2 = .05$, $p = .601$.

Booker city trip 1: Respondent versus other/travel agency. Booker city trip 2: Together versus other/travel agency.

Table: Effects of overall touchpoint consistency on CE2 when controlling for descriptive variables

	Model 1				Model 2			
	Main effect				With control variables			
	b	SE B	β	p	b	SE B	β	p
Touchpoint consistency	-.06	.10	-.06	$p = .56$	-.06	.10	-.06	$p = .566$
Length of city trip					.24	.14	.20	$p = .096$
Special occasion					-.24	.26	-.10	$p = .356$
Booker city trip 1					-.28	.36	-.11	$p = .430$
Booker city trip 2					-.03	.32	-.01	$p = .933$
Expenses city trip					-.35	.28	-.14	$p = .225$
Number of touchpoints					.05	.03	.18	$p = .121$

Note. Block 1: $R^2 = .00$, $F(1, 88) = 0.34$, $p = .559$; Block 2: $R^2 = .10$, $F(7, 82) = 1.30$, $p = .261$;

Block 2: $\Delta R^2 = .10$, $p = .204$.

Booker city trip 1: Respondent versus other/travel agency. Booker city trip 2: Together versus other/travel agency.

Table: Effects of overall touchpoint consistency on CE3 when controlling for descriptive variables

	Model 1				Model 2			
	Main effect				With control variables			
	b	SE B	β	p	b	SE B	β	p
Touchpoint consistency	-.04	.12	-.04	$p = .74$	-.06	.12	-.06	$p = .591$
Length of city trip					.34	.17	.24	$p = .051$
Special occasion					.05	.31	.02	$p = .873$
Booker city trip 1					-.59	.42	-.19	$p = .168$
Booker city trip 2					-.01	.38	-.00	$p = .986$
Expenses city trip					-.47	.34	-.17	$p = .166$
Number of touchpoints					.00	.04	.01	$p = .951$

Note. Block 1: $R^2 = .00$, $F(1, 88) = 0.11$, $p = .740$; Block 2: $R^2 = .08$, $F(7, 82) = 0.95$, $p = .474$;

Block 2: $\Delta R^2 = .07$, $p = .377$.

Booker city trip 1: Respondent versus other/travel agency. Booker city trip 2: Together versus other/travel agency.

Table: Effects of overall touchpoint consistency on CE4 when controlling for descriptive variables

	Model 1				Model 2			
	Main effect				With control variables			
	b	SE B	β	<i>p</i>	b	SE B	β	<i>p</i>
Touchpoint consistency	.05	.09	.06	<i>p</i> = .59	.05	.09	.06	<i>p</i> = .564
Length of city trip					.33	.13	.29	<i>p</i> = .014*
Special occasion					.28	.24	.13	<i>p</i> = .235
Booker city trip 1					.06	.32	.02	<i>p</i> = .858
Booker city trip 2					.10	.29	.04	<i>p</i> = .739
Expenses city trip					-.36	.26	-.16	<i>p</i> = .166
Number of touchpoints					.05	.03	.21	<i>p</i> = .065

Note. Block 1: $R^2 = .00$, $F(1, 88) = 0.30$, $p = .587$; Block 2: $R^2 = .16$, $F(7, 82) = 2.26$, $p < .05$;

Block 2: $\Delta R^2 = .16$, $p < .05$.

* $p < .05$.

Booker city trip 1: Respondent versus other/travel agency. Booker city trip 2: Together versus other/travel agency.

Table: Effects of overall touchpoint consistency on CE5 when controlling for descriptive variables

	Model 1				Model 2			
	Main effect				With control variables			
	b	SE B	β	<i>p</i>	b	SE B	β	<i>p</i>
Touchpoint consistency	.13	.06	.23	<i>p</i> = .029*	.12	.06	.22	<i>p</i> = .049*
Length of city trip					.12	.09	.16	<i>p</i> = .189
Special occasion					.10	.16	.07	<i>p</i> = .543
Booker city trip 1					-.10	.22	-.06	<i>p</i> = .663
Booker city trip 2					.04	.19	.03	<i>p</i> = .833
Expenses city trip					-.10	.17	-.07	<i>p</i> = .573
Number of touchpoints					.12	.06	.22	<i>p</i> = .834

Note. Block 1: $R^2 = .05$, $F(1, 88) = 4.91$, $p < .05$; Block 2: $R^2 = .08$, $F(7, 82) = 1.00$, $p = .89$;

Block 2: $\Delta R^2 = .03$, $p = .886$.

* $p < .05$.

Booker city trip 1: Respondent versus other/travel agency. Booker city trip 2: Together versus other/travel agency.

Table: Effects of overall touchpoint consistency on customer satisfaction when controlling for descriptive variables