Touchpoint consistency in a multi-stakeholder context: A study in the tourism industry

Master thesis Marketing

Radboud University Nijmegen

20th of June 2018

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Preface

Before you lies the master thesis "Touchpoint consistency in a multi-stakeholder context: A study in the tourism industry", which finalizes my master in Marketing at the Radboud University Nijmegen. This thesis is written from January to June 2018 and during this time I learned a lot about conducting qualitative and quantitative research.

Finishing my thesis was not possible without the help I got. First of all I would like to thank my thesis supervisor prof. dr. Hillebrand and my second examiner dr. Driessen for their feedback and advices they gave, which helped me to improve and finish my thesis. Furthermore, I would like to thank all the respondents who were willing to participate in the interviews and thereby provide me with interesting insights into their made city trips. Finally, I would to thank my friends and family for their support, advice and encouragement to work hard and finish this thesis. I hope you enjoy reading my master thesis!

Abstract

This study investigates what touchpoint consistency is in a multi-stakeholder context. More specifically, the research question addressed in this study is": "What is touchpoint consistency in a multi-stakeholder context and how does it influence customer experience and customer satisfaction?". The tourism industry is used as context of this study. In order to give answer to the research question, a qualitative research design is adopted. In depth, qualitative interviews are conducted in collaboration with two other researchers with 90 tourists about their recent made city trip, to gain insights into how people perceive consistency. Furthermore, during the interview a questionnaire is conducted to gain insights into the consequences of touchpoint consistency; customer experience and customer satisfaction. The results show that touchpoint consistency comprise out of seven dimensions; consistency in sociability, consistency in form of communication towards the customer, consistency in service value, consistency in impression, consistency in service provider identity, consistency in service design and consistency in coordination. Furthermore, touchpoint consistency appears to have no influence on customer experience and customer satisfaction. However, this can be partly explained by the limited sample size which makes the data unstable and future research could test whether this effect exists. This research has gained understanding in the underlying dimensions of touchpoint consistency in a multi-stakeholder context and its consequences. The results suggest that organizations which are part of a service ecosystem should increase consistency across touchpoints on these seven dimensions and improve the coordination between the different service providers to make this happen.

Table of content

1. Introduction

1.1 Introduction

In recent years, many companies feel the need to create an excellent customer experience to provide value for customers and thereby establish a sustainable competitive advantage (Berry, Carbone, & Haeckel, 2002; Teixeira et al., 2012). However, a lot of companies fall short in delivering positive experiences to their customers (Schmitt, 2003). Meyer and Schwager (2007, p. 117) define customer experience as "the internal and subjective response customers have to any direct or indirect contact with a company". In the customer experience two concepts are of importance: touchpoints and the customer journey (Patrício, Fisk, Falcão e Cunha, & Constantine, 2011). Touchpoints are service encounters and take place every time a customer interacts with the service provider in a channel (Patrício et al., 2011). The customer journey is defined as "a series of touchpoints, involving all activities and events related to the delivery of the service from the customer's perspective" (Patrício et al., 2011, p. 3). The strategic management of the total customer's experience with a product or company is called customer experience management (CEM) and is about building relationships with customers (Schmitt, 2003). To deliver a good customer experience, firms must carefully design, implement and manage all the touchpoints and interactions customers have with the company.

For service providers it is hard to deliver a good customer experience, because service experiences consist of many different parts and a lot of complexity is incorporated in the process (Mosley, 2007). This is because different people are involved in providing the service and in a lot of cases service providers offer several services which consist of several steps (Mosley, 2007). Furthermore, these days a service offering to a customer is facilitated by a complex system of services (Patrício et al., 2011). Service systems are "a configuration of people, technologies, and other resources that interact with other service systems to create mutual value" (Maglio, Vargo, Caswell, & Spohrer, 2009, p. 395). Service systems co-create value with other service systems through their interaction (Maglio et al., 2009). The tourism industry is an example of an industry in which the service consists not only of one service, but of multiple services which are provided by different service providers (Stickdorn & Zehrer, 2009). This complex structure of different service providers influences the perceived quality of the tourism experience. "Each experienced service within a destination affects the image of a tourism destination and consequently also the holistic perceived service quality of it" (Stickdorn & Zehrer, 2009, p. 4). As the overall customer experience of the destination is affected by the service experiences offered by each single service company (Stickdorn, 2013), the creation of an excellent customer experience is more complex when the service is provided by multiple service providers.

A strategic direction for designing customer experiences is touchpoint consistency (Homburg, Jozić, & Kuehnl, 2015). Touchpoint consistency is defined as "define and stick with all major corporate

identity elements across multiple touchpoints for assuring similar loyalty-enhancing experiential responses along customers' touchpoint journey" (Homburg et al., 2015, p. 388). However, the rise of complex service systems in which value to the customer is provided by different service providers complicates the creation of touchpoint consistency as the experience is provided by different service providers.

For organizations, it is of importance to create consistency across touchpoints. Consistent structures are more easy to store for people than structures which are discrepant (Simon & Holyoak, 2002). Consistency ensures that people can make sense of and structure the world around them (Simon & Holyoak, 2002). Also the theory of Festinger (as cited in Gawronski, 2012) of cognitive dissonance dictates that "inconsistent cognitions elicit an averse state of arousal (i.e., dissonance), which in turn produces a desire to reduce the underlying inconsistency and to maintain a state of consonance". To avoid the negative state of arousal, it is important to create customer touchpoints which are consistent. As Schmitt (1999, p. 53) stated: "The ultimate goal of experiential marketing is to create holistic experiences that integrate individual experiences into a holistic Gestalt". A holistic view of customer experience is relevant because customers come in contact with different touchpoints and the whole of the customer experience in these touchpoints is bigger than the sum of the parts (Dhebar, 2013). Furthermore, consistent experiences during the whole customer experience helps with the regulation of expectations of customers about the experience (Watkinson, 2013). When the actual customer experience exceeds the customers' expectations, this leads to satisfied customers, which is of importance for organizations as this increases the competitiveness of a service (Stickdorn & Zehrer, 2009).

1.2 Problem statement

Whereas several studies stress the importance of consistency in the customer experience (e.g. Stuart-Menteth, Arbuthnot, & Wilson, 2005), not much is known about what touchpoint consistency exactly is in the context of a service which is provided by multiple service providers. Moreover, it is unknown what the effect of touchpoint consistency in a multi-stakeholder context is on customer evaluations. The purpose of this study is therefore two-fold. First, the purpose of this study is to better understand what consistency is and provide a conceptualization of touchpoint consistency in a multi-stakeholder context. Second, the purpose of this study is to examine what the effect of touchpoint consistency is on customer experience and customer satisfaction. The research question is therefore as follows:

"What is touchpoint consistency in a multi-stakeholder context and how does it influence customer experience and customer satisfaction?"

In this study the tourism experience is investigated in order to give answer to the research question. The tourism industry is an industry in which the overall service to the customer is delivered by multiple service providers (Stickdorn & Zehrer, 2009) and fits therefore the multi-stakeholder context. This study uses qualitative interviews to gain deeper understanding in the underlying dimensions of touchpoint

consistency and uses a questionnaire to investigate the effect of touchpoint consistency on customer experience and customer satisfaction.

1.3 Theoretical and managerial relevance

The findings of this study are of importance for both academics as managers. First, so far there is little research conducted in the area of touchpoint consistency across multiple service providers. Touchpoint consistency is a concept that is not extensively described and outlined in the literature. Homburg et al. (2015) distinguish four aspects of touchpoint consistency in their study, but these aspects of touchpoint consistency are not further explained. Nguyen, Zhang, and Calantone (2018) also give a conceptualization of consistency, in the form of a brand portfolio coherence scale, but this conceptualization is focused only on the consistency within one firm and does not take into account the multi-stakeholder context. This means that to the best of our knowledge no conceptualization exists of touchpoint consistency across different service providers. As we can see a rise in complex systems of services these days (Patrício et al., 2011), additional research about touchpoint consistency across multiple service providers is of high importance. This study, in which qualitative interviews are conducted to gain knowledge about what touchpoint consistency is, fills this theoretical gap by developing a conceptualization of touchpoint consistency in a multi-stakeholder context and identifying the underlying dimensions of touchpoint consistency. This research furthermore shows whether touchpoint consistency has the expected effect on customer experience and customer satisfaction.

This study is also of high importance to managers. Touchpoint consistency is a strategic direction for designing customer experiences (Homburg et al., 2015) and research shows that the customer experience has a positive effect on important marketing outcomes, such as customer satisfaction, loyalty intentions and word-of-mouth (Klaus & Maklan, 2013). Word-of-mouth is for example crucial for creating reviews, which subsequently is of importance for potential customer in their search period (Stickdorn & Zehrer, 2009). For service providers who provide only a part of a service to the customer, such as service providers in the tourism industry, the creation of a consistent customer experience is therefore of high interest. Since this research shows the underlying dimensions of touchpoint consistency, manager know on which aspects they have to focus to create consistency.

1.4 Structure of the report

The remainder of this study is structured as follows: First, in chapter two a theoretical framework is provided in which the key concepts of this study are explained. These key concepts are the customer experience (in a multi-stakeholder context), consistency theories and touchpoint consistency. Chapter two closes with a conceptual framework in which the relationships between the key concepts are depicted. Next, chapter three explains which methodological choices are made. The method used to give answer to the research question is explained, just as the design of the research and the analysis of the

data. Chapter four presents the results of this study. Chapter five closes with an elaborated discussion and conclusion of the research question. Furthermore, practical implication, limitations of this study and directions for future research are provided.

2. Literature review

2.1 Background on the customer experience

CEM is a customer-focused approach which takes the total customer experience into account. This approach considers everything that delivers value to the customer in both the decision making and purchase phase as well as the usage phase (Schmitt, 2003). CEM is about establishing relationships with customers, with help of the creation of experiences during the interaction between the firm and the customer (Fatma, 2014). The experience is created in different touchpoints and therefore it is of importance that different aspects of the customer experience are coordinated (Schmitt, 2003). CEM is not only focused on the sale itself, but also delivers value to customers by providing them information, service and interactions before and after the sale, which leads to an absorbing experience (Schmitt, 2003).

Several authors stress the importance of customer experiences in the retail and service environment (e.g. Fatma, 2014; Puccinelli et al., 2009; Verhoef et al., 2009). The creation of a customer experience is valuable as customer experiences lead to customer loyalty, customer satisfaction, customer equity (Fatma, 2014) and word-of-mouth (Klaus & Maklan, 2013). In essence the customer experience is holistic as it includes the cognitive, affective, emotional, social and physical reactions of customers towards the retailer (Verhoef et al., 2009). The customer experience is also holistic in the sense that it is about the total experience and includes everything from the search phase to the after sales phase (Verhoef et al., 2009).

2.2 The customer experience in a multi-stakeholder context

A customer experience can take place within a service ecosystem (Stickdorn, 2013). A service ecosystem is described by Stickdorn (2013, para. 6) as:

> An often complex system of several services, products and organizations…. Touchpoints of a customer journey take place on various on- and offline channels and include other customers, stakeholders and even competitors. All these services, products, stakeholders, places, devices and many others form an ecosystem in which many of these actors depend on each other.

In a service ecosystem each actor adds value to the total offering for the customer (Basole & Rouse, 2008). A tourism destination is an example of a service ecosystem. In this service ecosystem customers want a coherent experience during their whole journey. The coordination of the customer experienes offered by the different stakeholders involved in the customer journey has an impact on the overall customer experience (Stickdorn, 2013). During the tourism journey, customers come in contact with service providers in different touchpoints. During the experience these are for example the travel

experience, hotel or accommodation, attractions and the destination infrastructure (Shaw & Williams, 2009). In every touchpoint in which the customer comes in contact with the service provider, value is added to the customer experience.

2.3 Consistency theories

The concept of consistency is extensively discussed in consistency theories, which appeared around the 1950's in the psychological literature (McGuire, 1966). These theories used different words to describe the phenomenon of consistency, such as balance, congruity, symmetry or dissonance. Fillenbaum (1968, p. 177) describes consistency theories as:

> Consistency theories are concerned with the relation between cognitions, and between cognition and behavior. When cognitions, and cognition and behavior are in agreement, a condition of balance is said to be present. Such situations are said to be stable. Imbalanced situations, those in which cognitions and behaviors are not in agreement, are considered to be unstable, attempts being made to alter them in a balanced state.

The overarching idea of consistency theories is that people "strive for a balanced state of → cognitions and behaviors. If a set of cognitions or of cognitions and behaviors are contradictory in some manner to the person experiencing them, a state of imbalance, i.e., "dissonance," occurs" (Trepte, 2008, p. 928). This state is unpleasant for people (Trepte, 2008). People aim to form a consistent cognitive structure and have "a tendency for 'symmetry', 'congruity', 'balance' or 'consonance'" (Kumpf & Götz-Marchand, 1973, p. 255).

Different theories have become known as consistency theories such as cognitive dissonance theory, balance theory, congruity theory and symmetry theory and the origins of these theories lay in Gestalt theory (Simon & Holyoak, 2002). Gestalt means 'unified whole' (Guberman, 2017) and the central idea of the this theory is that the whole is different from the sum of its parts (Rock & Palmer, 1990). Heider's balance theory (1946, in Cartwright & Harary, 1956) is one of the first theories which adopted the concept of consistency and states that cognitive elements tend to achieve a balanced state. Balance theory describes relations among a person (P), another person (O) and an impersonal entity (X) (Cartwright & Harary, 1956) and how these relations are experienced cognitively by that person (Zajonc, 1960). Heider (1946, pp. 107-108) explains a balance state as:

> A balanced state exists if all parts of a unit have the same dynamic character (i.e., if all are positive, or all are negative), and if entities with different dynamic character are segregated from each other. If no balanced state exists, then forces towards this state will arise. Either the dynamic character will change, or the unit relations will be changed through action or through cognitive reorganization. If a change is not possible, the state of imbalance will produce tension.

Osgood and Tannenbaum's consistency theory (1955, in Trepte, 2008), which is based on the principle of congruity, builds on balance theory. Osgood and Tannenbaum (1955, in Trepte, 2008) not only take into account whether the evaluation is positive or negative, but also take into account to which extent the other person (O) and the impersonal entity (X) are evaluated as positive or negative. Incongruity occurs both when a person evaluates an object as positive while another person evaluates this object as negative, and when a person evaluates an object as very positive, while another person evaluates this object as a little bit positive. Congruity only occurs when a person (P) and another person (O) evaluate the object (X) in a similar manner (Trepte, 2008). Incongruity can evoke an undesirable mental state, which motivates people to decrease the congruity (Trepte, 2008).

Symmetry theory of Newcomb (1953) adapted balance theory to the field of communication (Zajonc, 1960). Newcomb (1953) posits that there is a 'strain towards symmetry' and this makes that the view of two people (A and B) towards an object (X) are concerted (Zajonc, 1960). The communication between these two persons is altered, so that there is coherence in the views of these people towards the object (Zajonc, 1960). Cognitive symmetry is beneficial for people as it makes the behavior of others predictable and it leads to the validations of a person's orientation towards the object (Newcomb, 1953).

Also in Festinger's cognitive dissonance theory (1957, in Festinger, 1962) the concept of consistency is used. According to Festinger (1962) two elements are dissonant if there is no fit between the elements, for example when the elements are contradictory or inconsistent. Festinger (1962, p. 13) states that "two elements are in a dissonant relation if, considering these two alone, the obverse of one element would follow from the other. To state it a bit more formally, x and y are dissonant if not-x follows from y". The elements in this definitions are cognitions, i.e. "the things a person knows about himself, about his behavior, and about his surroundings" (Festinger, 1962, p. 9). When these cognitions are inconsistent, this can create an unpleasant state of arousal by the specific person (Gawronski, 2012). The dissonance and the subsequent unpleasant state motivates people to reduce the dissonance (Festinger, 1962; Gawronski, 2012) and the motivation to reduce the dissonance is higher when the dissonance is bigger (Festinger, 1962). This study adopts a cognitive dissonance perspective to examine touchpoint consistency as cognitive dissonance theory became the dominant theory among consistency theories (Simon & Holyoak, 2002).

2.3.1 Cognitive consistency and fluency

Fluency is a concept related to information processing and cognitive consistency (Gawronski & Strack, 2012). Fluency is the "speed and ease with which a particular cognitive element, or set of elements, is processed (*how?*)" (Gawronski & Strack, 2012, p. 2). Cognitive consistency can create fluency with which cognitive element(s) are processed. Gawronski and Strack (2012, p. 2) define consistency as "the

match between cognitive elements in terms of abstract, content-independent rules (*what?*)". This means that when cognitive elements are consistent, people can more easily process these elements. Fluency and consistency can have emotional meaning to people (Winkielman, Huber, Kavanagh, & Schwarz, 2012). When cognitions are fluent and consistent this tells people that their beliefs are logical and this creates a pleasant feeling. It gives persons information about their internal state. Consistency can also inform people about external stimuli. When information can be processed easily, this tells something about the quality of the external stimulus (Winkielman et al., 2012).

Different studies demonstrate that fluency raises evaluations (Winkielman et al., 2012). Several studies show for example that processing fluency increases preference (Reber, Winkielman, & Schwarz, 1998). An explanation lies in the mere exposure effect. When an object is exposed repeatedly to a person, it positively influences the feeling of processing fluency when the person is exposed again to this object (Reber et al., 1998). Prior exposure to an object makes it more easy for the person to process the object (Lee & Labroo, 2004). The perceptual fluency is then incorrectly attributed to liking and makes that people prefer old over new objects (Reber et al., 1998). Besides the incorrect attribution explanation for the mere exposure effect, another explanation exists of this effect: the uncertainty reduction explanation (Lee, 2001). The uncertainty reduction explanation states that people have a preference for stimuli which are familiar and predictable (Lee & Labroo, 2004). When people are exposed several times to a stimuli, the uncertainty towards that stimuli decreases and it increases liking of the stimuli (Lee & Labroo, 2004).

Applied to the context of this study, when touchpoints are consistent and similar across the customer journey, it becomes easier for people to process them and touchpoint are better predictable. This increases the processing fluency, which furthermore increases the evaluation of the overall experience.

2.4 Touchpoint consistency

The concept of consistency can be applied to the touchpoints customers encounter during their customer journey. However, no encompassing conceptualization of touchpoint consistency is provided by the literature and especially not one in a multi-stakeholder context. Homburg et al. (2015) make an effort in conceptualizing touchpoint consistency by distinguishing four aspects of touchpoint consistency. Homburg et al. (2015) define touchpoint consistency as "define and stick with all major corporate identity elements across multiple touchpoints for assuring similar loyalty-enhancing experiential responses along customers' touchpoint journeys" (Homburg et al., 2015, p. 388). The four aspects of touchpoint consistency they distinguish are design language, communication messages, interaction behavior and process and navigation logic (Homburg et al., 2015). However, these four aspects are only focused on creating consistency in the customer experience which is provided by one company and not by several companies together. Furthermore, the aspects are not extensively explained, which makes it is unclear how Homburg et al. (2015) define the four aspects of touchpoint consistency. In their article

they refer to one author per aspect. Based on the articles of these authors a description of each of the aspects of touchpoint consistency is given in Table 2.1.

Table 2.1: Touchpoint consistency conceptualization according to Homburg et al. (2015)

Aspect of touchpoint consistency	Description of construct	Based on authors
Design language	Design language is about the design of a cohesive corporate identity. "Corporate identity deals with the impression, image, and personality that an organization presents to its stakeholders" (Simoes, Dibb, & Fisk, 2005, p. 153).	Simoes et al. (2005)
Communication messages	Integrated marketing communication ensures consistency between different communication messages across a diverse set of communication channels. Integrated and consistent messages ensures that the information sent to the customer can be understood by the customer and the information received in different touchpoints is not confusing.	Kitchen and Burgmann (2010)
Interaction behavior	Integrated interactions are "the need for consistency in service experience within and across channels" (Banerjee, 2014, p. 462). The two elements of integrated interactions are content consistency and process consistency (Sousa & Voss, 2006, in Banerjee, 2014). Whereas content consistency is focused on the consistency in outgoing and incoming information, process consistency is about the consistency of process attributes such as waiting time and the service's feel and image (Banerjee, 2014).	Sousa and Voss (2006)
Process and navigation logic	Process and navigation logic is about the creation of a consistent and integrated customer experience within and across channels. A service is moved through a channel by information, promotion, negotiation, exchange and financial streams and these streams need to be integrated.	Banerjee (2014)

Concluding, according to Homburg et al. (2015) touchpoint consistency exists when 1. Every channel or touchpoint expresses the same image and personality, 2. Every channel or touchpoint delivers consistent messages or information, 3. There is consistency within and across channels in interactions and specific in outgoing and incoming information and process attributes and 4. Within and across channels there are integrated streams, such as information, promotion, negotiation, exchange and financial streams.

Another conceptualization of consistency is given by Nguyen et al. (2018). In their article they develop a brand portfolio coherence scale, which is about the coherence in a brand portfolio. They argue that the coherence of a brand portfolio stems from a 'common underlying logic of features' and that this logic needs to be there in design, personality and status. Design coherence is about the appearance and

construction of the brand and product (Nguyen et al., 2018). This type of coherence reflects the consistency in visual similarity of design elements, such as brand image elements and product elements. The second aspect of coherence, personality coherence, is about whether the personalities of different brands are well-suited with each other. This means that the human characteristics, which a consumer connects to a brand, orchestrate nicely with the human characteristics of another brand. Lastly, status coherence involves the consistency in quality and reputation across brands. A brand status is about "the level of quality, prestige, luxury and symbolic success of a brand" (Nguyen et al., 2018, p. 64). This needs to be consistent across brands. The conceptualization of Nguyen et al. (2018) gives insights in the dimensions of consistency within a specific brand portfolio. However, it does not tell something about consistency across different organizations. Whereas both Homburg et al. (2015) and Nguyen et al. (2018), as well as other authors do not address what touchpoint consistency is in a multi-stakeholder context, this research dives deeper into the underlying dimensions of touchpoint consistency in a service provided by multiple service providers. As the existing definitions of touchpoint consistency of for example Homburg et al. (2015) and Nguyen et al. (2018) do not fit the multi-stakeholder context, an operational definition is formulated. The operational definition of touchpoint consistency is the degree to which the interactions with the service providers during the customer experience fit together.

2.5 Linking touchpoint consistency to customer experience

In literature customer experience is defined in several ways. One definition of customer experience is given by Lemke, Clark, and Wilson (2011). They define customer experience as the "customer's subjective response to the holistic direct and indirect encounter with the firm, including but not necessarily limited to the communication encounter, the service encounter and the consumption encounter" (Lemke et al., 2011, p. 851). In this study we adopt this definition of customer experience, since this definition is detailed about what the customer experience entails and the holistic aspect of the customer experience is emphasized.

A strategic direction for designing customer experience is touchpoint consistency, which is about the consistency across multiple touchpoints in a customer journey. When a customer engages in a complex services experience, it is hard to have consistency across touchpoints, because more complexity is added when the service is provided by different service providers. In a service ecosystem, different actors provide value to the customers' total offering (Basole & Rouse, 2008), which makes a consistent customer experience difficult across touchpoint, since different companies with for example different processes, ideas and values are involved in the experience. Although having consistency is complicated in a complex system of service, consistency across touchpoints is of importance for a good customer experience. When touchpoint are consistent, people can for example more easily make sense of the world (Simon & Holyoak, 2002) and form correct expectations (Watkinson, 2013). Furthermore, when stimuli are repeatedly showed to the customer or when stimuli are familiar and predictable, liking

of in this case the customer experience is increased (Lee & Labroo, 2004). On the other hand, when cognitions are inconsistent, this creates an unpleasant state of arousal by a person (Gawronski, 2012). It is therefore possible that the degree of touchpoint consistency in a service provided by multiple service providers positively influences customer experience.

2.6 Linking customer experience to customer satisfaction

Customer experience is a determinant of important performance outcomes, such as customer satisfaction (Klaus & Maklan, 2013). Customer satisfaction is defined as "the degree to which one believes that an experience evokes positive feelings" (Chen & Chen, 2010, p. 30). When the actual customer experience exceeds the expectations of customers of the customer experience, customer satisfaction is created (Hwang & Seo, 2016). However, when the customer experience does not meet the expectations of the customer, this will lead to dissatisfaction. Expectations of the customer experience are created in pre-service touchpoints, such as through reviews or word-of-mouth (Stickdorn & Zehrer, 2009). Applied to the tourism context, a tourist is satisfied when for example feelings of joy are evoked after the actual experience (Chen & Chen, 2010). When a customer is satisfied with the experience, it is more likely that the customer comes back and recommend the service to others (Stickdorn & Zehrer, 2009). It is likely that the degree of touchpoint consistency has indirect effect on customer satisfaction, since it is expected that the actual experience is positively influenced by touchpoint consistency and exceeding customer experience expectations leads to satisfaction. Figure 2.1 shows the proposed relationships between the key concepts in a conceptual framework.
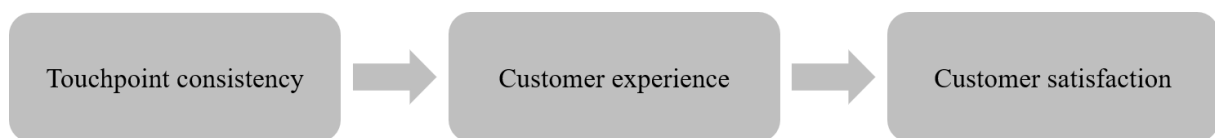
Figure 2.1: Conceptual framework.

3. Methodology

3.1 Research strategy

The aim of this study is to investigate what touchpoint consistency is in a multi-stakeholder context and how it can be conceptualized. Considering the exploratory nature of this research, the study used a qualitative research design. More specific, this research used qualitative interviews to gather in depth and detailed information about the touchpoints customers have encountered during the customer journey and how customers perceived consistency. An inductive approach was used in the interviews, since adequate theory about touchpoint consistency in a multi-stakeholder context is missing. This inductive approach was used to derive a theory based on the data. In in-depth qualitative interviews people can explain their answers, give examples or describe experiences they have had (Rubin & Rubin, 2012), which produces rich data on which theory can be based. The question in the interview were therefore open-ended, but to ensure that the answers of the respondents could be compared with each other and to be able to discover a pattern in the data and identify general underlying dimensions of touchpoint consistency, the interview questions were semi-structured.

Furthermore, in order to investigate how perceived touchpoint consistency influences customer experience evaluations and customer satisfaction, the respondents were asked to fill in several Likert-scale items during the interview to test how they score on the key concepts of this study: touchpoint consistency, customer experience and customer satisfaction. These Likert-scale items were used to conduct a quantitative analysis.

3.2 Object of research

The setting of this research is the tourism industry, as tourism is a service intensive industry in which the service experience of customers is of high importance (Stickdorn & Zehrer, 2009). Furthermore, the overall tourism product is mainly delivered by several service providers (Stickdorn & Zehrer, 2009). The tourism industry is therefore a good example of a service ecosystem. Many other actors next to the customer, such as other customers, stakeholders and competitors, are involved in the touchpoints of a customer journey of a tourism service. Furthermore, the overall experience of the tourist "depends on the coordination between all involved stakeholders and their individual customer experience" (Stickdorn, 2013, para. 6).

The object of this research is the individual tourist, since every tourist has his or her own customer experience during the holiday trip and perceives the customer experience and touchpoint consistency differently. A tourist is defined as a person who leaves his or her residence for at least 24 hours for the purpose of leisure or business (Starr, 2003, in Kim., Ritchie, & McCormick, 2012).

In this study the focus is on tourists who went on a city trip in order to be able to compare the

holiday trips of the tourists. City trips are mostly shorter than other types of holiday, which makes that the number of touchpoints tourists encounter during the trip is smaller and better manageable. Furthermore, most people have visited a city for a few days and are familiar with city trips, which increased the chance that people could participate in the study. The respondents need to met three selection criteria to participate in the study: 1. The tourists has been to a city trip for a touristic purpose in order to be able to compare the city trips of the respondents, 2. The city trip was at least two days, since a tourist leaves his or her residence for at least 24 hour, and is up to five days, to hold the number of touchpoints the tourists encountered under control and 3. The city trip did not take place more than a half year ago, since it is of importance that respondents have explicit memories of the city trip and can remember details of the city trip.

3.3 Research design
3.3.1 Open-ended, semi-structured qualitative interviews

In order to gain insights in the customer experience of tourists and find underlying dimension of consistency, open-ended semi structured interview questions were asked to the respondents. The goal of the interviews was to better understand what consistency means for customers. It that sense it follows a similar approach as the first study in Nguyen et al. (2018). The interviews followed an interview protocol, which is included in Appendix 1. The interview protocol was developed in collaboration with two other researchers, in order to optimize the interview protocol. The researchers triangulation improved the quality of the interview protocol since different perspectives were combined and the reliability of this research was improved by discussing the systematic and the consistency of the interview procedure with other researchers.

The interviews consisted out of six parts. The first part was an introduction to the interview and in this parts the respondents were thanked, the goal of the study was told to the respondents, the respondent was told what was expected from them, respondents were asked for permission to record the interview and research ethics were mentioned such as that there are no right or wrong answers, that the answers are used for academic research only, that they can withdraw from the research any time they want and that their confidentiality is guaranteed in order to decrease the possibility that respondents give socially acceptable answers. Only the researcher could identity the answers of the respondent and in the report names of the respondents were not used, only the socio-demographic characteristics such as gender and age.

In the second part of the interview, respondents were invited to think back to a city trip that took place in the last half year and was between two and five days long. Since the researcher asked to describe a city trip, the respondent had the ability to think about a holiday trip which he or she considered as a city trip. When the respondent had no experience within the last half year with a city trip of between two and five days, the interview was discontinued. When the respondent stated that he or she has

experience with this kind of holiday trip, some background information about this trip was gathered, so that the respondent was encouraged to think about the details of the trip and the researcher could assess whether the holiday trip, which the respondent describes, was classified under a city trip and not another type of holiday, in which case the interview was also discontinued. Examples of these background information questions are: 'In which city was the holiday trip?' and 'Was the holiday trip for a special occasion?'. Furthermore, the respondent was asked to state whether the city trip was assembled by him/herself, by a fellow traveller, a tour operator or by someone else. This variable is important to take into account, as research showed that there is an increase in liking when people have worked by themselves on it (the IKEA effect) (Norton, Mochon, & Ariely, 2012).

In part three of the interview, the respondent was asked to describe the city trip in as much detail as possible and mention all the touchpoints in which he or she encountered service providers, such as airlines, bus companies, hotels, etcetera. Examples of questions which were asked to invite the respondent to give information about these touchpoint are: 'Which service provider provided this service', 'How was the interaction of value to you' and 'How would you rate the contact moment with the service provider'. This part of the interview enabled the calculation of the number of touchpoints which customers encountered during their city trip, which could be related to customer experience and satisfaction.

In part four of the interview the respondent was asked to fill in a customer experience scale that was based on the brand experience scale of Brakus, Schmitt, and Zarantonello (2009) and a satisfaction scale of Homburg, Koschate, and Hoyer (2006). These scales measured how the respondent evaluates customer experience and how satisfied the respondent was with the city trip. Paragraph 3.3.2 further explains the measurement of these constructs.

Part five of the interview was about the degree to which respondents perceived consistency across touchpoints. In order to let the respondents give answer to this question, first an operational definition of touchpoints was given. Touchpoint are operationalized as contact moments between the tourist and a service provider. Second, an operational definition of consistency was given. Consistency is about how things 'fit together', whether things form 'a whole', and whether there is a 'connecting thread'. The respondent was asked to rate to which degree he or she perceived consistency during the city trip with the question 'Thinking of the interactions you had with all these service providers, to what degree do you feel that overall these interactions fitted together in some way or really did not belong to each other?' and was asked to rate touchpoints consistency on a seven-point Likert scale ranging from 'totally not fit together' to 'completely fit together'. The respondent was invited to elaborate why he or she feels like this and explain which things created this (in)consistency and made that touchpoints (do not) fit together. All respondents were able to give one or several explanation of (in)consistency, which means that this method was able to gain insights into what consistency means for people. Furthermore, the respondent was asked to state what the differences and similarities between the touchpoints are, in order to gain extended insights into what the drivers of consistency are. Part five closed with a question

to establish what the differences are between the evaluation of the different touchpoints and the evaluation of the city trip in general.

The last part of the interview was about the demographics of the respondent, such as age, gender and level of education. Age was measured in years. The classification of level of education is based on Schweitzer and Van den Hende (2017) and classes range from elementary school, middle school, vocational school, high school diploma to university degree. Gender was measured using the question 'what is your sex' with the options 'female' and 'male'. After the interview was ended, the respondent was thanked and was asked if he or she was interested in the results of the research. If so, the respondent received an e-mail with a summary of the results after the study is finished.

The interviews were conducted in Dutch, since the data collection took place in the Netherlands and most people in the Netherlands speak Dutch. Since not all people in the Netherlands have a good understanding of the English language, questions in English could lead to measurement error.

3.3.2 Pre-test

In collaboration with two other researchers, the interview protocol was pre-tested under seven people. The pre-tests tested both the setting in which the data was collected and the interview protocol. The pre-tests tested whether people in a shopping centre were willing to cooperate in the study and assessed whether respondents understood the questions and were able to give some insights in what consistency means for them. The pre-tests also enabled the assessment of the psychometric properties of the scales, such as whether there were errors in the questionnaire and whether there were inappropriate terms in the questions.

The pre-tests showed that most people in a shopping centre were not willing to participate in a half hour during interview, since this was too time demanding for them. Therefore the choice was made to conduct the interviews with relatives of the researchers, since these people were more willing to free half an hour of their time for an interview.

Furthermore, the pre-tests showed that it was important to determine strict selection criteria for respondents of the interviews, since otherwise the described city trips for example took place very long time ago, or the duration of the city trips was very long, which makes that the tourist was probably been in a lot of touchpoints. After the pre-tests were conducted, the decision was made to include three selection criteria for participants as described earlier.

The pre-tests furthermore exposed that it was of importance to include touchpoints such as a supermarket or different restaurants, as these turned out to be of high importance for the respondent for their experience. Respondents tend to forget these touchpoint or only describe one of the many restaurants they had encountered during their holiday trip. When these touchpoints appeared to be of importance for the experience of the respondents, these touchpoints had to be described fully, but when these touchpoint appeared not to be important, a short description of the contact moment was considered

sufficient.

Furthermore, an extra question was added to the questions of part 3, in which the city trip was described as detailed as possible. The respondent was asked to rate every contact moment with a number between 1 and 7. This was done in order to gain more insights into the contact moments and to compare the grades of the contact moments with the overall satisfaction grade of the city trip.

Lastly, the pre-tests showed that item five of the questionnaire was not completely clear for respondents. Therefore the wording of this item was slightly adapted.

3.3.3 Sample size

The data was collected in collaboration with two other researchers in order to collect a larger amount of data and increase the sample size. Each researcher conducted 30 interviews, which means that the total sample size consisted of 90 respondents. No respondents had missing values, which means that all respondents were included in the research.

As the minimal sample size that is necessary to develop a theory about touchpoint consistency that is grounded in observations is about 20 to 30 respondents (Creswell, 1998) 90 respondents are sufficient. Furthermore, a sample size of 90 respondents is sufficient to conduct a quantitative analysis. The minimum sample size for the quantitative analysis was calculated with G*Power 3.1 (Faul, Erdfelder, Buchner, & Lang, 2009). The minimum sample size that is necessary to detect statistical effects with high probability is 89 respondents without including control variables and increased to above 100 respondents when including control variables in the analysis. The effects of touchpoint consistency on customer experience and customer satisfaction should therefore be interpreted with caution.

3.3.4 Procedure and participants

A convenience sample of friends, family and acquaintances of the researchers was taken, since the interviews were time demanding for participants. People who were unknown to the researcher were in most cases not willing to spent half an hour of their time to an interview, while friends, family and acquaintances were willing to do so. They were furthermore more willing to elaborate widely on the subject and give insights into more personal details, which increased the validity of the results. All respondents participated voluntary. The respondents were chosen based on whether they met the selection criteria as described earlier and on their demographics. Respondents with different ages, sex and education levels were asked to participate in the interviews to increase the generalizability of the results.

Of the 90 respondents 37 were male (41.1%), while 53 were female (58.9%). The age of the respondents ranged from 18 to 56 years old. The largest group of respondents, 64, were between 18 and 24 years old (71.1%). Furthermore, 14 respondents were between 25 and 34 years old (15.6%), 3

respondents were between 35 and 44 years old (3.3%), 7 respondents were between 4 and 55 years old (7.8%) and 2 respondents were older than 55 years old (2.2%). Level of education ranged from middle school to university degree as no respondent stated that elementary school was the highest level of education. 2 respondents indicated that high school was the highest level of education (2.2), 15 respondents indicated vocational school as highest level of education (16.6%), 39 respondents indicated high school as highest level of education (43.3%) and 34 respondents indicated university degree as highest level of education (37.8%). Table 3.1 and 3.2 show the demographics of the respondents.

The data was collected between 3 and 29 May 2018 and took place in a place where the respondent felt at ease, such as at the respondents home, the researchers home, the university or a public space. During the interview, the researchers followed the interview protocol, in order to be able to compare the answers of different respondents, but also asked supplementary questions to seek clarification and gather in depth and detailed information. During the interview the participants always had the option to not give answer to a question. If participants of the interview did not want to answer a question, the researchers continued to the next question. The researchers took care not to show their judgements and preferences to the respondents, as this could negatively influence the validity of the research. The materials which were used during the data collection are the interview protocol, a pen and a recorder.

Table 3.1: Age and gender of the respondents

		Age						
		<18	18-24	25-34	35-44	45-55	>55	*Total*
Gender	Male	0 (0.0%)	25 (27.8%)	10 (11.1%)	0 (0%)	2 (2.2%)	0 (0.0%)	*37 (41.1%)*
	Female	0 (0.0%)	39 (43.3%)	4 (4.4%)	3 (3.3%)	5 (5.6%)	2 (2.2%)	*53 (58.9%)*
	Total	*0 (0.0%)*	*64 (71.7%)*	*14 (15.6%)*	*3 (3,3%)*	*7 (7.8%)*	*2 (2.2%)*	*90 (100%)*

Table 3.2: Level of education of the respondents

Level of education	Number	Percentage
Elementary school	0	0.0%
Middle school	2	2.2%
Vocational school	15	16.7%
High school	39	43.3%
University	34	37.8%
Total	*90*	*100%*

3.3.5 Measurement scales

In addition to the open-ended questions which were asked during the interviews, a questionnaire with Likert-scale items was conducted (see Appendix 2). These questions were used to measure the consequences of touchpoint consistency; customer experience and customer satisfaction.

Customer experience. In this study the brand experience scale of Brakus et al. (2009) was adopted to measure customer experience. Brakus et al. (2009) have distinguished four dimensions of an

experience: sensory, affective, intellectual and behavioral. The sensory dimension is about aesthetics and appeal, the affective dimension relates to feelings, sentiments and emotions, the intellectual dimension involves curiosity, thinking and problem solving and the behavioral dimension encompasses physical and bodily actions and behaviors (Brakus et al., 2009). The scale is short, easy to administer, internally consistent, reliable and since the scale measures generally whether and to what degree a consumer has a sensory, affective, intellectual and behavioral experience, the brand experience scale could be adjusted to fit the customer experience context. This was done by replacing the word 'brand' by 'city trip' in the items of the scale. In the original scale, each of the four dimensions is represented by three items. However, to more fully grasp the dimensions in a customer experience context, one item was added to the behavioral dimension and two items were added to the intellectual dimension. In Appendix 3 the full operationalization of the construct is included. The respondents were asked to rate the customer experience on each scale item. The scale items were measured using 7-point Likert scales ranging from strongly disagree to strongly agree.

   Customer satisfaction. Customer satisfaction was measured using the three-item customer satisfaction scale of Homburg et al. (2006). This scale is chosen since both cognition and affect are incorporated in the scale and the scale consists out of only three items. Since the scale is focused on another type of product, the scale was slightly adopted to fit the tourism context. Respondents were asked to rate the items 'All in all, I am satisfied with the city trip', 'The city trip compares to an ideal city trip' and 'Overall, how satisfied are you with the city trip' on seven-point Likert scales. The Likert scale of the first two items ranged from 'strongly agree' to 'strongly disagree' and the Likert scale of the last item ranged from 'very satisfied' to very dissatisfied'. Appendix 3 shows the operationalization of the construct.

3.3.6 Validity and reliability of the measurement scales
Different factor analysis were performed to determine discriminant and convergent validity of the constructs. All factor analysis were exploratory and several R-type of factor analysis were performed, which means that the correlation matrix was used as input.

   First, to determine whether the customer experience scale was composed out of the four dimensions which were suggested and determine whether discriminant validity existed, 15 items of the customer experience scale were added to one factor analysis. Appendix 4.1 shows the correlation between the items. 13 of the 15 variables were normally distributed with a skewness and kurtosis of < |2| and two variables were close to the threshold value with a kurtosis of 2.410 and 2.485, so the original variables were maintained (see Appendix 4.2). The sample size was big enough to conduct the factor analysis since the number of observation was more than five times as big as the number of items, and the Kaiser-Meyer-Olkin (hereafter KMO) value and Bartlett's test for sphericity indicate that factor analysis was an appropriate technique as KMO=.768, which is well above the acceptable limit of .5

(Field, 2013) and Bartlett's test for Sphericity: p = .000. Principal axis factoring was used as extraction method and 4 factors were fixed, since it is expected that the construct has a four-dimensional structure. All communalities were above .20 and 4 factors explain 65,66% of the total variance. Since each variable did not have significant loadings with only one factor, the factors were rotated using varimax and oblimin rotations. An oblimin rotation provided the best defined factor structure. There were slightly high correlations between factors (more than |.3|) and therefore oblique rotation was justified (see Appendix 4.3). After rotation factor analysis was still allowed (KMO = .768 and Bartlett's test for Sphericity: p = .000). All communalities were still above .20 and 4 factor explained 65,66% of the total variance. The pattern matrix showed that item 13, 14 and 15 loaded on factor 1, item 7, 8, 9 and 10 loaded on factor 2, item 4, 5 and 6 loaded on factor 3 and item 1, 2, 3, 11 and 12 loaded on factor 4 (see Appendix 4.4). All items loaded solely on one factor and all except 2 items loaded on the assumed factor. Item 11 and 12 were expected to fit with the intellectual dimension, however the factor analysis showed that they better fit with the sensory items. Items 13, 14 and 15 now compose the intellectual dimension. The other dimensions of customer experience, affective and behavioral, were validated by the factor analysis. As item 11 and 12 did not load on the expected factor, another factor analysis was performed, but this time the number of factors was not fixed. This time it appeared that 5 factors exists. After oblimin rotation, which was justified since the correlations between factors was more than |.3| (see Appendix 4.5), it appeared that items 13, 14 and 15 loaded on factor 1, items 7, 8, 9 and 10 loaded on factor 2, items 11 and 12 loaded on factor 3, item 4, 5 and 6 loaded on factor 4 and item 1, 2 and 3 loaded on factor 5. Since item 11 and 12, which first loaded on another dimension as expected, this time load on an apart dimension, it appeared that these two items form a fifth dimension. Both items are about thinking. Therefore, customer experience was separated in five different constructs; customer experience 1 (item 1, 2, 3; sensory), customer experience 2 (item 4, 5 and 6; affective), customer experience 3 (item 7, 8, 9 and 10; behavioral), customer experience 4 (item 11 and 12; thinking) and customer experience 5 (item 13, 14 and 15; intellectual). As the factor analysis showed that the items loaded on different factors, discriminant validity was determined.

Second, the discriminant validity of the constructs customer experience 1, 2, 3, 4, 5 and customer satisfaction was determined. Since including touchpoint consistency in the factor analysis was not possible since the sample size was only 90 respondents, a factor analysis was conducted without this construct. The factor analysis was performed with 18 items. Appendix 4.1 shows the correlation between the items. Also the items of the customer satisfaction scale were normally distributed with a skewness and kurtosis of < |2| (see Appendix 4.2). The sample size was just enough to conduct factor analysis. The factor analysis was allowed since KMO = .769 and Bartlett's test for Sphericity: p = .000. Principal axis factoring was used as extraction method and 6 factors were fixed, since customer experience comprises out of 5 dimensions and customer satisfaction out of 1. 6 factors explained 74,33% of the total variance. All communalities were above .20. Since each variable did not have significant loadings with only one factor, the factors were rotated using varimax and oblimin rotations. An oblimin rotation

provided the best defined factor structure. Slightly high correlations existed between factors (more than |.3|) and therefore oblique rotation was justified (see Appendix 4.6). After rotation factor analysis was still allowed (KMO = .769 and Bartlett's test for Sphericity: p = .000). All communalities were still above .20 and 6 factor explained 74,33% of the total variance. The pattern matrix showed that item 13, 14 and 15 loaded on factor 1, item 7, 8, 9 and 10 loaded on factor 2, item 16, 17 and 18 loaded on factor 3, item 4, 5 and 6 loaded on factor 4, item 11 and 12 loaded on factor 5 and item 1, 2 and 3 loaded on factor 6 (see Appendix 4.7). All items only loaded on one factor and the structure was as expected. All five dimension of customer experience and customer satisfaction loaded on another factor. Therefore, the different constructs of customer experience and the construct customer satisfaction showed discriminant validity.

Third, six separate factor analyses were performed to determine the convergent validity of the five separate constructs of customer experience and of the construct customer satisfaction. Furthermore, the reliability of the constructs was determined with six separate reliability analyses. Table 3.3 shows the internal consistency and the convergent validity of the constructs. The factor analyses of the separate constructs showed that all items of each construct solely load on one factor (see Appendix 4.8).

Table 3.3: Internal consistency and convergent validity

Construct	Items	# items	Cronbach's alpha	Percentage explained variance
Customer experience 1	1, 2, 3	3	0.78	71%
Customer experience 2	4, 5, 6	3	0.65	60%
Customer experience 3	7, 8, 9, 10	4	0.87	73%
Customer experience 4	11, 12	2	0.72	78%
Customer experience 5	13, 14, 15	3	0.79	71%
Customer satisfaction	16, 17, 18	3	0.77	77%

3.4 Data analysis

Since the research question is two-fold and considering the different natures of the collected data, both a qualitative as a quantitative analysis was conducted. To give answer to the question what touchpoint consistency is in a multi-stakeholder context, a qualitative analysis of textual data was conducted using coding. 90 interviews of on average 28.16 minutes were transcribed, which means that the total dataset existed out of 2534 minutes of transcribed interview data. Furthermore, to give answer to the question how touchpoint consistency influences customer experience and customer satisfaction, a qualitative analysis was conducted using SPSS. Both the qualitative and quantitative analysis were partly carried out in collaboration with two other researchers.

Qualitative analysis. The software package ATLAS.ti 8 was used to gather the data and analyse the data structurally. To improve the reliability and validity of this research, the steps which are taken during the analysis were described. During the analysis memos were used to keep track of the steps and decisions which were taken so that the research is controllable and replicable. The memos are included

in Appendix 5.

The collected data was analysed by means of coding. First, the general information of the city trip and the respondent was coded by assigning a code with the descriptive information to the citation. See Appendix 6 for the coding scheme. Second, the touchpoints in which the respondent encountered service providers were coded. Per respondent the touchpoints were numbered and a touchpoint name was included in the code. This name represents one of the thirty categories in which a touchpoint could be categorized. Also the evaluation of the touchpoint was included in the code. A touchpoint was coded as a touchpoint if the respondent could recall the touchpoint and the touchpoint was salient and of importance for him or her. Third, the overall touchpoint consistency evaluation was coded with a code with the rating. Lastly the respondents explanation of what touchpoint consistency is, was coded. Three types of coding were used to do this: open, axial and selective coding (Corbin & Strauss, 1990). During open coding, each event, action or interaction was given a conceptual label. Similar events, actions or interactions were clustered together to form categories and subcategories (Corbin & Strauss, 1990). During open coding was searched for properties and their dimensions in which a category could be divided. Each code was assigned a "+" or "-", which relates to whether the respondent felt that this category led to consistency (+) or inconsistency (-). Each researcher coded his or her own conducted interviews, but the used codes were shared and discussed so that the same codes were used for the same categories by each researcher. Also difficult text fragments were discussed to determine which code had to be assigned to the citation. Furthermore, to increase the interrater reliability, two random interviews were open coded by the other researchers to check whether the researchers coded in a similar way. Almost all text was coded with the same codes by different researchers, which means that the interrater reliability was high. Only one or two text fragments per interview were slightly different coded. These differences were discussed and a decision was made about the final coding. The already coded text was reviewed in order to check whether the final coding was applied to all interviews.

In axial coding, the categories and subcategories, which emerged from open coding, were related to each other. The subcategories were related to a category by looking for the conditions that enables the emergence of the category, the context of the category, the actions through which the category arose and the consequences (Corbin & Strauss, 1990). Within each category, the differences and similarities between the text fragments were determined. Several main categories emerged during axial coding. This process was initially carried out per researcher and the emerged categories per researcher were combined and discussed by the researchers to form valid overarching categories.

In selective coding the emerged concepts were used to develop a theory. All the categories which emerged from open and axial coding were combined in a core category (Corbin & Strauss, 1990), by constantly comparing the codes and looking for the connection between the codes. This last step was carried out without collaboration of other researchers.

Qualitative analysis. The quantitative data which was collected with the questionnaire and during the interview, such as the rating of touchpoint consistency and other general information, was

analysed with IBM SPSS Statistics 24. In order to examine whether touchpoint consistency has an influence on the different constructs of customer experience and customer satisfaction, six regression analysis were conducted. The different constructs of customer experience and customer satisfaction were added to the analysis as interval scaled dependent variables and touchpoint consistency was added as an interval scaled independent variable. Descriptive variables of the city trip, such as booker of the city trip, how much was spent on the city trip, whether the city trip was for a special occasion or not, length of the city trip and total number of touchpoints were added to the analysis as control variables. As special occasion, booker of the city trip and how much was spent on the city trip are nominal and ordinal scaled variables, they were transformed into dummy variables before adding to the regression analysis as control variables. The variable special occasion has two categories, yes and no, and therefore 1 dummy variable was added. How much was spent on the city trip was transformed in a variable with two categories: high amount of money spent and low amount of money spent, and therefore also 1 dummy variable was added. Booker of the city trip was transformed into 3 categories: respondent, other person/travel agency and together, and therefore 2 dummy variables were included in the regression analysis. Length of the city trip and total number of touchpoints were added to the regression analysis as metric control variables. Furthermore, several regression analysis were conducted to test whether customer experience influences customer satisfaction.

3.5 Description of the city trips

All 90 city trips took place between October 2017 and May 2018. 4 city trips took place in October (4.4%), 5 in November (5.6%), 12 in December (13.3%), 6 in January (6.7%), 3 in February (3.3%), 12 in March (13.3), 31 in April (34.4%) and 17 in May (18.9). This means that most city trips took place (very) recent, so the city trip was still in the memory of the respondents. The city trips took place in a very wide range of destination, as the 90 respondents went to 42 different cities. Most destinations were in Europa, but several were outside Europe, such as New York, Marrakesh and Dubai. London, Barcelona, Berlin, Paris and Prague were the most popular destinations for a city trip and counted together for 37.9%. Almost all city trip were between two and five days long, except one, which was eight days, but this city trip included a three-day excursion in which not many touchpoints took place. Since the number of touchpoints the respondent encountered is not out of proportion with the number of touchpoints of other respondents, the respondent was included in the sample. Most city trips (31) were four days long (34.4%), 30 city trips were three days long (30.0%), 30 city trips were five days long (30.0%) and 4 city trips were two days long (4.4%). Somewhat more than half of the respondents (52) did not had a special occasion for the city trip (57.8%), whereas 38 respondents did had a special occasion for the city trip (42.4%), such as a birthday present, celebrate a couples 3 years anniversary or watch a soccer game. Almost half of the respondents (44; 48.9%) booked the city trip together with someone else who went on the city trip. 24 respondents booked the city trip by themselves (26.7%), in

21 cases the city trip is booked by another person (23.3%) and in 1 case a travel agency booked the city trip for the respondent (1.1%). Almost half of the respondents (44; 48.9%) spent between 200 and 399 euro on the city trip. 9 respondents spent less than 200 euro (10.0%), 23 between 400 and 600 euro (25.6%) and 14 more than 600 euro (15.6%). This shows that most respondents spent between 200 and 600 euro on a city trip. 5 different modes of transport were used to go to the city trip destination. Most respondents (54; 60.0%) went by plane to their destination. 21 respondents (23.3%) went by own car to their destination, 6 respondents (6.7%) went by bus to the destination and 6 respondents (6.7%) went by train to the destination. 3 respondents (3.3%) used a combination of transportation modes to go to the holiday destination; 1 respondent went by boat and bus to the destination and 2 respondents used a combination of the bus and airplane on the way there and on the way back. During the city trip different types of accommodations were used. Three-quarters of the respondents (68; 75.6%) stayed in a hotel or apartment during the city trip, 17 respondents (18.9%) stayed in an Airbnb during they city trip, 1 respondent (1.1%) stayed on a camping during the city trip and 4 respondents (4.4%) did not use a service provider for accommodation, but stayed with friends during the city trip.

During the city trip respondents encountered service providers in 4 to 23 touchpoints. On average a tourist had 10.5 touchpoints during a city trip in which he or she encountered service providers. These touchpoints took place with 1. service providers during the travel to the destination, such as bus, train, airline/airport or boat, or 2. service providers of an accommodation, such as hotel or Airbnb, or 3. service providers of (public) transport in the Netherlands or in the city of the city trip, such as train, metro or taxi, or 4. service providers in the food or beverage sector, such as restaurants, lunchrooms or cafés, or 5. service providers of attractions, such as tours or activities, or 6. service providers of shops etcetera in which the contact was short, such as a supermarket, bakery or kiosk, or 7. service providers of other services, such as a gas station, tourist office, or booking agency. Table 3.4 shows the distribution of the touchpoints over the different categories.

Table 3.4: Average number of touchpoint per respondent per service provider category

Service provider category	Included touchpoints	Average number of touchpoints per respondent
1. Travel to destination	•Bus •Train •Airline •Airport •Boat	1.9
2. Accommodation	•Airbnb •Hotel (also apartment) •Camping	1.1
3. Transport	•Public transport (bus, metro, tram, train) •Other transport (Tuctuc, boat) •Taxi	1.9
4. Food/beverage	•Lunchroom •Café •Restaurant •Fast-food •Bar •Hotel-restaurant	3.6
5. Attraction	•Tour •Attraction •Activity	1.5
6. Shops	•Kiosk •Supermarket •Bakery •Delicacy shop •Market •Shop	0.4
7. Other	•Gas station •Tourist office •Booking agency •Leasing company •Parking	0.1
Total		*10.5*

Most touchpoints during a city trip (3.6) took place with service providers in the food or beverage sector. Each respondent also had about 2 touchpoints with service providers which are used to go to the destination. This number can be explained as some people used their own car to go to the destination and did not interact with service providers during the travel, while others had several touchpoints during the travel to the destination with for example the airline and/or the airport. Each respondent had on average about 2 touchpoints per city trip with service providers which provided transport in the city or in the home country and 1.5 touchpoints with service providers of attractions etcetera. Each respondent also had on average about 1 touchpoint with service providers of an accommodation during the city trip. Whereas some respondents interacted several time with service providers of this category during their city trip, others did not interact with these kind of service providers since they stayed with friends. Respondents had on average 0.5 touchpoint with shops during the city trip and had a very low average touchpoint with other service providers (0.1). Figure 3.1 shows two examples of a city trip and shows the touchpoints in which customers interacted with service providers and the evaluation of each touchpoint.
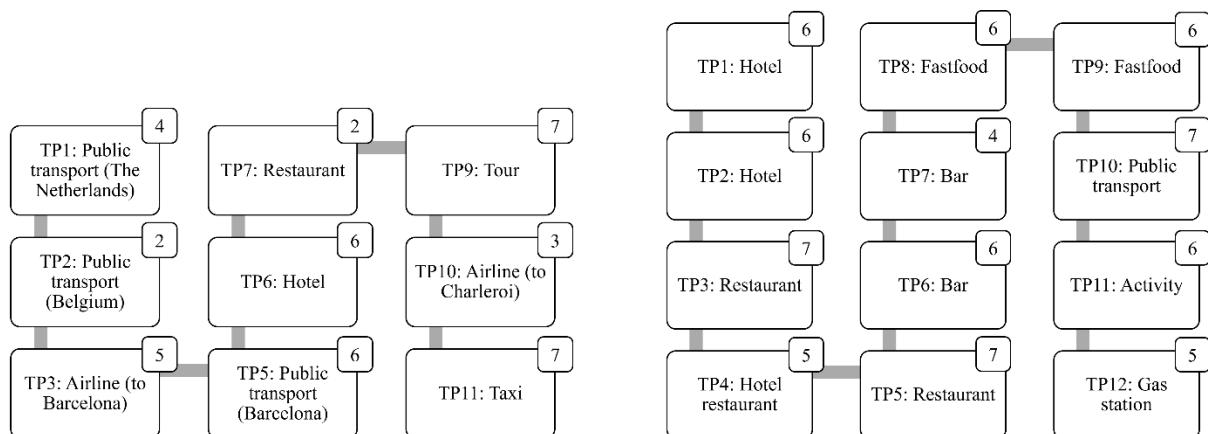
Figure 3.1: Two examples of touchpoints customers encounter during a city trip.
Note: TP=Touchpoint.
Figure on left is interview 21; Figure on right is interview 11.

4. Data analysis and results

4.1 Qualitative analysis and results
4.1.1 Indicators of touchpoint consistency
Touchpoint consistency had many manifestations in a customer journey which is provided by different service providers. During the open coding phase, 102 different codes have been used to indicate what consistency or inconsistency, the other end of the continuum, means for customers (see Appendix 7 for the codes which have been used during open coding and the number of time each code has been used). Several codes have been solely used for explanations of what consistency is, several other codes have been solely used for explanation of what inconsistency is and the rest of the codes have been used for explanations of both consistency and inconsistency. Codes which have been used solely for explanations of touchpoint consistency are for example theme, purpose, typical city trip services and complementing each other. Codes which have been used solely for explanations of touchpoint inconsistency are for example loose parts, intensity of interaction and length with service provider. Codes which have been used for explanations of consistency by some respondents and explanations of inconsistency by other respondents are for example culture, friendliness, helpfulness, hospitality, approach, nature of service provider, coordinated touchpoints and price.

To gain insights into the explanation that respondents, who thought touchpoints were consistent during the city, gave about touchpoint consistency and the explanations that respondents, who thought that touchpoints were inconsistency during the city trip, gave about touchpoint inconsistency, the codes are grouped in Table 4.1. Respondents who rated touchpoint consistency with a 7, 6 or 5 on a 1 to 7 scale are perceived as people who felt that touchpoints were consistent during the city trip, and respondents who rated touchpoint consistency with a 1, 2 or 3 on a 1 to 7 scale are perceived as people who felt that touchpoints were inconsistent during the city trip. This means that solely explanations of touchpoint consistency have been included in the group with respondents who perceived that touchpoints were consistent, and that solely explanations of touchpoint inconsistency have been included in the group with respondents who perceived that touchpoint were inconsistent. A third group of codes was formed with codes which have been used both for explanations of touchpoint consistency by respondents who perceived that touchpoints were consistent, and for explanation of touchpoint inconsistency by respondents who perceived that touchpoints were inconsistent.

Table 4.1: Explanation of consistency of respondents who perceived that touchpoint were consistent and explanation of inconsistency of respondents who perceived that touchpoints were inconsistent

Group 1	**Codes solely used for explanations of consistency by respondents who perceived that touchpoints were consistent**		
Codes	Appearance	Educational	Openness
	Approach	Emotionless communication	Optionality
	Attention	Enthusiasm	Organized
	Attitude	Exceeding expectations	Preparation
	Branding	Feeling	Problem solving
	Cheerful	Feeling at ease	Purpose
	Chronological order	Interested	Responding to needs
	Correctness	Kind of contact	Target audience
	Child friendliness	Kind of information needed	Theme
	Clarity	Logical order	Treated as a tourist
	Communication	Luxury	Tourism minded
	Complementing each other	No children infrastructure	Typical city trip services
	Coordinated transport	No enthusiasm	Unclarity
	Corporate culture	Not customer oriented	Uninterested
	Customer oriented	Online and offline communication	

| Quotes | "I think that they really fitted together. Very much had a little bit the same idea. We did not came there for the culture. It was really more for the **theme cosiness and drinking**. So I think that it together formed a whole" (Interview 49, Touchpoint consistency 6, theme)

"I thought the city was very clean, and for example in the bus, train, metro, **or where we were, the places we've been were just super clean, neat**" (Interview 13, Touchpoint consistency 6, appearance)

"**They complement each other** […] You have a number of different services that jointly ensure that you end up in a certain place" (Interview 2, Touchpoint consistency 6, complementing each other)

"They also try, even if you have something, **they always try to solve it for you.** Very service oriented" (Interview 17, Touchpoint consistency 6, problem solving)

"Yes as I said that everything just **attuned to one another, in terms of metro, bus** and so on and that boat ride. That was all really good connected to each other" (Interview 22. Touchpoint consistency 6. Coordinated transport) |

Table 4.1 continued

Group 2	Codes solely used for explanations of inconsistency by respondents who perceived that touchpoints were inconsistent		
Codes	Accessible	Loose parts	Sincerity
	Comfort	Place of contact moment	Spontaneity
	Feeling	Professionality	Story
	Intensity interaction	Same assessment criteria	
	Nature of service provider	Service expectations	

Quotes   "Ehm there is of course a connecting thread because I think it are all touristic things. They are all service providers in the tourism sector. Apart from that it is not really coherent, I think. Because it are restaurants, airplanes, yes, maybe transport, ubers, planes, taxi drivers and so on, of course, that belong to each other. But it were also different experiences. One was bad, the other was good. And it also had to do with that you expect from a plane that it is neat, just like a taxi ride. But if you go to a restaurant **you expect much higher, much better service because you pay for it and that's partly what you came for**"
(Interview 26, Touchpoint consistency 3, service expectations)

"I have no idea how I should see a link between them. For me, it are all **loose service providers** which all do their thing in their own way"
(Interview 90, Touchpoint consistency 2, loose parts)

Table 4.1 continued

Group 3	Codes used for both explanations of touchpoint consistency by respondents who perceived that touchpoint were consistent, and for explanations of touchpoint inconsistency by respondents who perceived that touchpoints were inconsistent		
Codes	Ambiance	Hospitality	Quality
	Creating experience	Importance of the service	Service level
	Customer oriented	Nature of service	Smooth touchpoints
	Clarity	Language	Social
	Coordinated touchpoints	Length of interaction	Taking effort
	Culture	Living up to expectations	Taking time
	Enjoying guests	Necessity of the touchpoints	Threating guests
	Efficiency	Personal attention	Valence
	Friendliness	Personality employees	Value for money
	Giving advice	Price	Waiting time
	Goal of the service	Pride	Welcome feeling
	Goal of the service provider	Profit oriented	
	Helpfulness	Providing information	

Quotes	"As I said, it is **cheap** everywhere, it is **fast** everywhere, if you have something you are helped right away everywhere, and it is everywhere just, yes, exactly what you need" (Interview 30, Touchpoint consistency 7, price/waiting time)
	"I think they all fit pretty well together. In Zurich I mentioned that everyone was **friendly** and **helpful** and that almost everyone could **speak English**. I was also quite surprised about that" (Interview 11, Touchpoint consistency 6, friendliness/helpfulness/ language) "Yes I think they are **all focused on the same thing, take care of tourist and they are focused on earning as much money as possible,** so they are all friendly to tourists and they have to help and yes, in that respect they all **have the same goal**" (Interview 5, Touchpoint consistency 6, goal of the service provider/profit oriented)
	"Those experiences that I explained, **which were positive or not.** I think it also has to do with the fact that we do everything apart. We did not do tours. Then it is not one and the same thing to say briefly. Not everything is in the tourism sector either. Some are, and others are not. That is a completely different form of contact. **I always feel that when you have contact with someone in the tourism sector, it is more focused on making money**. I do not think that is the case with those others. In that they differ very much" (Interview 36, Touchpoint consistency 3, valence/profit oriented).

Note. All quotes are translated from Dutch, see Appendix 8 for the Dutch quotes.

This table shows that different explanations were given for touchpoint consistency and inconsistency, but that in some cases, the same explanation was giving for consistency by respondents who perceived that touchpoint were consistent during their city trip and for inconsistency by respondents who perceived that touchpoints were inconsistent during city trip.

4.1.2 Underlying dimensions of touchpoint consistency

The different codes which have been used to indicate what touchpoint (in)consistency is, are partly overlapping each other and seven underlying dimension have been formed: consistency in sociability, consistency in form of communication towards the customers, consistency in service value, consistency in impression, consistency in service provider identity, consistency in service design and consistency in coordination. The code tree in which the different codes are linked to each dimension is included in Appendix 9.

1. Consistency in sociability. Consistency in sociability is defined as the degree to which consistency exists in how the customer is threatened and how the customer is handled by the personnel of the service providers across touchpoints. It involves the consistency in which way the personnel of the service provider provides the service to the customer, or in other words how the customer is approached and how is interacted with the customer in touchpoints by the personnel of the service provider. Consistency in sociability reflects the extent to which behavior of the personnel towards the customer fit with one another. This manifests itself for example in whether or not the customer is helped in a friendly manner, whether or not the customer is helped at all, how much time the personnel takes for the customer, with how much enthusiasm the customer is helped, how interested the personnel of the service provider is in the customer and with how much personal attention the service is provided to customers across touchpoints. Respondent 10 clearly explained that friendliness, helpfulness, enthusiasm, and personal contact are related to each other:

> "Well I am a little bit thinking about especially the customer-friendliness of all people and I think in general, the Irish were super friendly and customer-friendly and enthusiastic and very willing to help, but still, if you have for example a taxi driver or a person at a museum who were actually very grumpy, that just does not fit together. And the NS and the bus and that was not really personal contact or something, but that was just a great service."

The quote of another respondent showed that friendliness, helpfulness and taking time are closely related to each other:

> "Yes everyone is very helpful. I think, in London they are all very quiet and they all want to help, even if we were on the streets, an old woman came to us with [the question] where we need to go to, just the people themselves. But also like in a restaurant, we just had a very nice experience, I never encountered someone who was unkind or had a bad day or that everything had to be go fast, while it was busy". [22]

Especially friendliness and helpfulness are two closely related aspects, since they are named in the same sentence by a lot of respondents. This is for example showed in the following quote: "Yes everybody helped you, they are just very helpful and friendly in my opinion" [16]. Overall, (in)consistency in

sociability is mostly explained by (un)friendliness and helpfulness (all counting for more than 10%). See Appendix 10 for the relative weight of each code within the dimension.

2. Consistency in form of communication towards the customers. Consistency in communication towards the customer is defined as the degree to which the form in which information is transmitted from the service provider towards the customer is consistent across touchpoints. This information transmission can occur via direct contact, such as face-to-face communication, but also via indirect contact, such as via information signs or computers. Whereas the social aspects of the interaction are central in the dimension consistency in sociability, the technical aspects of the interaction are central in the dimension consistency in form of communication towards the customers. It captures consistency in the form of communication, such as the length of the interaction, the communication channel which is used for the interaction and in which language the communication occurs. Respondent 34 talked for example about the difference in communication channels through which information is transmitted: "I think there is a lot of difference in terms of communication, because you have that interrail ticket which is all digital and at a restaurant it is all face-to-face, so you have a lot of difference in that". Also language is an important manifestation of consistency in form of communication towards the customer. Since the city trips mostly took place in a foreign country, tourists interacted with service providers who spoke another language. A respondent said the following about it: "Well, because you're in the hospitality industry, you obviously have to speak English, so they all could" [19]. Overall, (in)consistency in communication towards the customer is mostly explained by language, communication and intensity of interaction (all counting for more than 10%).

3. Consistency in service value. Consistency in service value is defined as the degree to which the value and level of excellence of the service is consistent across touchpoints. This dimension captures consistency in objectively formed evaluations of level of excellence of the services. Consistency in service value reflects both the assessment of the value of the service itself, such as quality and service level, and those things that make this assessment possible, such as level of expectations, standards, assessment criteria and price. A respondent illustrated the connection between some of these aspects:

> "Only the first was less [good], the first Riyadh. But it were the owners of the Riyadh, who had little added value for us […] 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". [4]

This respondent showed that valence, service level and living up to expectations are interconnected. Another respondent talked about the the relation between price and value:

> "In general I think it was quite expensive in Ireland. But some things were also very cheap. The food was basically quite cheap, but drinks and stuff were all pretty expensive. And day trips were also pricey. But also worth the money actually. I did not think everything was worth the money. Yes, I think that a beer for five euros is really too expensive. The taxi to the airport

really cost twenty-five euros while it was only ten minutes or something, that was really too expensive. While that day trip to Howth cost twenty-six euros, but we actually had a private guide and we have been out the entire day. Really from nine to five and I thought that was totally worth the money". [10]

The quote showed that the price level was in general high during the city trip but differs per touchpoint, but that there was a difference to which degree the money was worth it, which means that price and value for money are related aspects. Overall, (in)consistency in service value is mostly explained by valence, service level, price, living up to expectations and value for money (all counting for more than 10%).

4. Consistency in impression. Consistency in impression is defined as the degree to which the look, feeling and atmosphere are consistent across touchpoints. It captures consistency in the impression that is made by the touchpoints. This impression is especially formed without conscious thoughts and is subjective. Where the other dimensions of touchpoint consistency focus for example on interaction, communication and quality, this dimension reflects the extent to which visual and sensing elements of touchpoints fit with one another. Visual elements entail for example the appearance of a touchpoint, whereas sensing elements entail for example the ambiance within a touchpoint. The following quote demonstrates the connection between these two elements:

"Yes because of the people who worked there. And just the atmosphere around it. A more calm decoration, calm, that music they often play there, just local music in the background instead of quite hard and loud music. So that was quite a big difference". [1]

Other manifestations of consistency in impression are for example a theme that is interwoven throughout the touchpoints, welcome feeling and culture. Respondent 32 talked about the relation between culture and ambiance:

"What I noticed, it used to be very communistic. That everyone was equal there. That is still a bit in it. They do not necessarily have to treat you very friendly like here in the Netherlands. They easily let you sit for 10 minutes before you can order something […] That was different. I had the feeling that that belongs to Prague. And that nobody had difficulties with it. But because we come from such a different culture, you notice it. For us it was strange, less, weird, do you know, that people were not very friendly to you or that they wanted to serve you very much, but it did fit a bit with the ambiance that was there, so you can easily adapt"

Because of the ambiance in the touchpoints, the respondent could himself adopt to the culture that was interwoven throughout the touchpoints. Overall, (in)consistency in impression is mostly explained by (un)welcome feeling, ambiance, culture, creating experience and appearance (all counting for more than 10%).

5. Consistency in service provider identity. Consistency in service provider identity is the degree to which the personality and identity of the service providers is consistent across touchpoints. It captures consistency in who the service provider is and what it propagates be. Consistency in service provider identity indicates consistency across touchpoints in terms of how the customer perceives the identity of the service provider. This manifests itself for example in what the perceived goal of the service provider is, whether or not the service provider is perceived as profit oriented, the perceived corporate culture and branding. Respondent 3 stated for example how she perceived the goal of the service provider:

> "Yes, they are also very goal oriented. For them it of course very important to make profit, but if you do not always suggest that, because, they actually did not do that. Except for that restaurant with those pizzas, there they did suggest that. So that is not actually a similarity".

Another respondent talked about the corporate culture of the service providers:

> "Yes it forms a whole, but I also think that it is because of the corporate culture, because the company with which we flew is of the same origin as the hotels and the people with who we end up". [74]

Overall, (in)consistency in service provider identity is mostly explained by profit oriented, goal of the service provider and branding (all counting for more than 10%).

6. Consistency in service design. Consistency in service design is defined as the degree to which the structure of the overall service is consistent. It reflects the consistency which emerges from the internal structure and design of the overall service. (In)consistency can be embedded within the overall service, such as that people perceive that the nature of the different services differ, but this (in)consistency is not always embedded in the service itself, as some touchpoints are for example necessary during the service experience, whereas others are optional. Manifestations of consistency in service design are for example nature of the service, place of contact moment, typical city trip services, chronological order and loose parts. The following quote shows an example of how the nature of the service and length with service provider are interrelated:

> "There is a difference in what kind of service they provide, but if you look in general not. […] The one is a hotel, a restaurant, a tram, a metro, in a different manner. […] Well in the hotel it is, you have already paid for it, so then it is just fine that you have a nice stay and they make sure that if something is going on they arrange it, but in a bus you enter and you go out again, it is at that moment a ride, in terms of time or something, I mean when I do not enter the bus, it does not matter for that bus". [13]

Another respondent stated that although the activities are loose parts, they do fit a bit together and evaluated touchpoint consistency with a four: "They are separate activities of course, but they are things

that I think really belong to a city trip" [21]. Respondent 81 pointed on the chronological order of the touchpoints: "Yes, the rest for example, the personal of the uber and the airplane fit together. But that is just because it is in a chronological order, it is a chronological step in my travel process, let's say". Overall, (in)consistency in service design is mostly explained by nature of service, goal of the service and nature of the service provider (all counting for more than 10%).

7. Consistency in coordination. Consistency in coordination is defined as the degree to which consistency exists in how processes are arranged and organized across touchpoints. Consistency in coordination entails the fit in navigation and coordination of processes within and between touchpoints. This dimension manifests itself for example in aspects such as efficiency, organized, problem solving, waiting time, coordinated transport and coordinated touchpoints. The overarching idea of this dimension is the fit in how everything is arranged. For example, a short waiting time can exists within touchpoints, but also between touchpoints the waiting time can be shorted when touchpoints or transport are coordinated. A respondent talked about the waiting time within each touchpoint: "It is fast everywhere, if you have something, you are helped right away everywhere" [30]. Another respondent talked about the coordination between touchpoints and means of transport:

> "Well, like I said about that card for those five different things that you can go to, that it is also just reasonable, and you can just go from A to B. Look when you're at, if you want to go somewhere, for example you're at the Big Ban and you want to go to Buckinham Palace then you go downstairs and then you go upstairs and then you're already at Buckinham Palace by metro. So yes everything is just that, where you want to go is passable, it just depends on how much time you have". [22]

Another respondent pointed on the difference in efficiency of the service providers:

> "I think efficiency. On the one hand, the ubers were for one hundred percent efficient, but in other moment you think this is simply not useful. Like at the airport, that you think, okay, this is not useful. And it was, some of those Portuguese restaurants, there are a number of staff watching you and you think this is not necessary. Then you think, we think at least with a Dutch perspective and think this is not efficient, this is not going to be profitable for companies". [1]

Overall, (in)consistency in coordination is mostly explained by (un)clarity, coordinated touchpoints, smooth touchpoints, efficiency and waiting time (all counting for more than 10%). Table 4.2 shows the seven dimension with corresponding definitions, aspects and quotes.

Table 4.2: Seven dimensions of touchpoint consistency with corresponding definitions, aspects and quotes

Dimension 1	Consistency in sociability		
Definition	*The degree to which consistency exists in how the customer is threatened and how the customer is handled by the personnel of the service providers across touchpoints.*		
Aspects	•Anti-social +	•Giving advice -/+	•Personal attention -/+
	•Attention +	•Helpfulness -/+	•Social -/+
	•Cheerful -/+	•Hospitality -/+	•Taking effort -/+
	•Child friendliness +	•Interested -/+	•Taking time -/+
	•Correctness +	•No enthusiasm +	•Treated with decency -
	•Customer oriented -/+	•No personal attention +	•Treating guest -/+
	•Detached -	•Not customer oriented +	•Unfriendliness -/+
	•Enthusiasm -/+	•Openness -/+	•Uninterested -/+
	•Friendliness -/+	•Spontaneity -	
Quotes	"Well I am a little bit thinking about especially the customer-friendliness of all people and I think in general, the Irish were super friendly and customer-friendly and enthusiastic and very willing to help, but still, if you have for example a taxi driver or a person at a museum who were actually very grumpy, that just does not fit together. And the NS and the bus and that was not really personal contact or something, but that was just a great service." [10]		
	"I think the English people are very helpful in general. That started at the airport, where they explained where everything was. The two hosts of the hostel were also like that, the pub owners too. They always liked that we were Dutch. They really showed interest, where do you come from and what are you doing here?" [50]		

Table 4.2 continued

Dimension 2	Consistency in form of communication towards the customer
Definition	*The degree to which the form in which information is transmitted towards the customer is consistent across touchpoints.*
Aspects	•Communication -/+ •Language -/+ •Communication channel -/+ •Length of interaction -/+ •Intensity interaction - •Superficial contact -/+
Quotes	"I think there is a lot of difference in terms of communication, because you have that interrail ticket which is all digital and at a restaurant it is all face-to-face, so you have a lot of difference in that." [34] "I just think that shopkeepers could speak English very well, so the people in the store, [who work] with products. But at eateries they really speak bad English, and those eateries, at multiple eateries I think that they could very bad English and it was very unclear indicated there whether or not you could pay with card." [7]

Dimension 3	Consistency in service value
Definition	*The degree to which the value and level of excellence of the service is consistent across touchpoints.*
Aspects	•Assessment criteria - •Service expectations - •Exceeding expectations -/+ •Service level -/+ •Living up to expectations -/+ •Standards - •Price -/+ •Valence -/+ •Quality -/+ •Value for money -/+
Quotes	"But it were also different experiences. One was bad, the other was good. And it also had to do with that you expect from a plane that it is neat, just like a taxi ride. But if you go to a restaurant you expect much higher, much better service because you pay for it and that's partly what you came for". [26] "In general I think it was quite expensive in Ireland. But some things were also very cheap. The food was basically quite cheap, but drinks and stuff were all pretty expensive. And day trips were also pricey. But also worth the money actually. I did not think everything was worth the money. Yes, I think that a beer for five euros is really too expensive. The taxi to the airport really cost twenty-five euros while it was only ten minutes or something, that was really too expensive. While that day trip to Howth cost twenty-six euros, but we actually had a private guide and we have been out the entire day. Really from nine to five and I thought that was totally worth the money". [10]

Table 4.2 continued

Dimension 4	Consistency in impression		
Definition	*The degree to which the look, feeling and atmosphere are consistent across touchpoints.*		
Aspects	•Ambiance -/+	•Feeling -/+	•Uniqueness -
	•Appearance -/+	•Feeling at ease +	•Unwelcome feeling +
	•Creating experience -/+	•Luxury -/+	•Welcome feeling -/+
	•Culture -/+	•Theme +	
Quotes	"For example, at the eateries I think that everything was less modern and less orderly. And at clothing stores I think everything was very modern and very nicely indicated, and beautiful toilets. And at restaurants I often think the toilets were dirty, or you had to pay for a toilet, and [it was] old-fashioned." [7] "What I noticed, it used to be very communistic. That everyone was equal there. That is still a bit in it. They do not necessarily have to treat you very friendly like here in the Netherlands. They easily let you sit for 10 minutes before you can order something […] That was different. I had the feeling that that belongs to Prague. And that nobody had difficulties with it. But because we come from such a different culture, you notice it. For us it was strange, less, weird, do you know, that people were not very friendly to you or that they wanted to serve you very much, but it did fit a bit with the ambiance that was there, so you can easily adapt." [32]		

Dimension 5	Consistency in service provider identity	
Definition	*The degree to which the personality and identity of the service providers is consistent across touchpoints.*	
Aspects	•Brand -/+	•Profit oriented -/+
	•Corporate culture +	•Type of employee -/+
	•Goal of the service provider -/+	
Quotes	"Yes, they are also very goal oriented. For them it of course very important to make profit, but if you do not always suggest that, because they actually did not do that. Except for that restaurant with those pizzas, there they did suggest that. So that is not actually an similarity". [3] "Yes it forms a whole, but I also think that it is because of the corporate culture, because the company with which we flew is of the same origin as the hotels and the people with who we end up". [74]	

Table 4.2 continued

Dimension 6	Consistency in service design
Definition	*The degree to which the structure of the overall service is consistent.*
Aspects	•Chronological order + •Nature of the service -/+ •Complementing each other + •Nature of the service provider-/+ •Goal of the service -/+ •Necessity of the touchpoints -/+ •Length with the service provider - •Place of contact moment -/+ •Logical order + •Typical city trip services + •Loose parts -/+
Quotes	"So what I just said, it are every time different organizations, different places where we have been and in that sense they have nothing to do with each other." [29] "Well, it is, I might not give it higher rate because it are all separate things. […] Yes it all are very different activities of course and it is not that if you do one thing, you have to do the other. But I do think it are things that belong to a city trip, but of course it are very different activities." [21]

Dimension 7	Consistency in coordination
Definition	*The degree to which consistency exists in how processes are arranged and organized across touchpoints.*
Aspects	•Clarity -/+ •Problem solving -/+ •Coordinated touchpoints -/+ •Providing information -/+ •Coordinated transport + •Smooth touchpoints -/+ •Efficiency -/+ •Unclarity + •Organized -/+ •Waiting time -/+ •Preparation +
Quotes	"Yes as I said that everything just attuned to one another, in terms of metro, bus and so on and that boat ride. That was all really good connected to each other." [22] "It is fast everywhere, if you have something, you are helped right away everywhere." [30] "Well, like I said about that card for those five different things that you can go to, that it is also just reasonable, and you can just go from A to B. Look when you're at, if you want to go somewhere, for example you're at the Big Ban and you want to go to Buckinham Palace then you go downstairs and then you go upstairs and then you're already at Buckinham Palace by metro. So yes everything is just that, where you want to go is passable, it just depends on how much time you have". [22]

Note: (+) indicates consistency; (-) indicates inconsistency.

Based on the amount of time the codes within each dimension were used to indicate touchpoint (in)consistency, a ranking was determined of the importance of each dimension in explaining touchpoint consistency. Consistency in sociability is the best explainer of touchpoint consistency. The following is service value. This is followed by consistency in service design. Next, consistency in impression is the dimension of which the aspects are mentioned most. This dimension is followed by consistency in form of communication towards the customers. Thereafter comes consistency in coordination. The dimension of which the codes which form the dimension have been mentioned the least, is consistency in service provider identity. Appendix 11 shows the relative weight of each dimension.

4.1.3 Validity of the dimensions of touchpoint consistency

In order to form dimensions which are unidimensional and clear, several explanations which have been given for touchpoint consistency were not included in one of the dimensions. Appendix 12 shows the excluded codes. Most of the codes which have not been included in one of the dimensions were codes which are mentioned only by one or two respondents. Some excluded codes have been mentioned by several respondents, but not included in one of the dimensions, since their characteristics fitted with more than one dimensions, such as approach, which fitted both the dimension sociability and form of communication towards the customers. Furthermore, several codes have not been included in one of the dimensions since they were not clear and for example interwoven with other codes, such as personality of employees with friendliness and helpfulness. The validity of the seven dimensions is discussed in Table 4.3, by 1. showing what the essence of each dimension is, or in other words describe what connects each dimension and 2. showing what discriminates a dimension from the other dimensions.

Table 4.3: Validity of the dimensions of touchpoint consistency

	1. Sociability	2. Form of communication towards the customer	3. Service value	4. Impression identity	5. Service provider identity	6. Service design	7. Coordination
1.	**Behavior of personal**						
2.	Social character of the personal of the service providers during interaction vs. technical/structural aspects of communication	**Form of information transmission**					
3.	Sociability of personal vs. value for customers	Communication vs. quality of the services	**Level of excellence of service**				
4.	Behavior of personal vs. atmosphere	Technical aspects of communication vs. unconscious formed impression	Objectively evaluated level of excellence of services vs. subjectively formed impression	**Look and feel**			
5.	How customers are treated by personal of service providers vs. personality and character of service providers itself	Information transmission vs. personality and character of the service providers	Level of excellence of services vs. personality of service providers	Subjectivity formed overall impression vs. personality and what they propagate to be	**Personality & identity of service providers**		
6.	Behavior of personal vs. structure of the services	Communication vs. structure of the services	Level of excellence of services vs. internal structure of services	Look and feel vs. personality and what they propagate to be vs. design of the services	Service providers' personality and what they propagate to be vs. design of the services	**Structure**	
7.	How social customers are treated by personal of service providers vs. how things are arranged in arrangements made by service providers	Form of communication / interaction with customers vs. coordination within and between service providers	Level of excellence of services vs. arrangements made by service providers	Subjectively formed impression vs. arrangements made things are arranged in a more technical sense	Personality of service providers vs. how things are arranged in a more technical sense by service providers	Internal design and structure of the services vs. arrangements made by service providers	**Arrangements**

Note. Essence of each dimension appears in bold. How each dimensions discriminates from the other dimensions appears in italic.

4.2 Quantitative analysis and results

4.2.1 Descriptive statistics

To gain insight into the relationship between the independent variable, touchpoint consistency and the dependent variables customer experience 1, 2, 3, 4, 5 and customer satisfaction, a correlation matrix was produced (see Table 4.4). The table shows that there are significant and positive correlations between the several of the dependent variables; customer experience 1 correlates with customer experience 2, 3, 4, 5 and customer satisfaction, customer experience 2 correlates with customer experience 5, customer experience 3 correlates with customer satisfaction 5 and customer satisfaction, customer experience 4 correlates with customer experience 5 and lastly, customer experience 5 correlates with customer satisfaction. Furthermore, there is also a significant and positive correlation between an independent variable and a dependent variable; touchpoint consistency correlates with customer satisfaction. The analysis showed that there is no significant correlation between touchpoint consistency and one of the constructs of customer experience.

This table furthermore shows that the mean of the different constructs of customer experience ranges from 4.26 to 5.56. The mean of customer satisfaction is a bit higher with 6.06. All respondents indicated that they are satisfied with the city trip with a 4, 5, 6 or 7. This indicates that on average, respondents were quite satisfied with their city trip. The mean of touchpoint consistency is 4.97, which means that on average the respondents thought that touchpoints fitted to a certain extent together. Appendix 13 shows an extended correlation matrix in which demographic variables of the respondents and descriptive variables of the city trip are included.

Table 4.4: Correlation matrix and descriptive statistics (N=90)

Variabele	1	2	3	4	5	6	7
1. Customer experience 1	1						
2. Customer experience 2	.25*	1					
3. Customer experience 3	.43**	.06	1				
4. Customer experience 4	.40**	.17	.21	1			
5. Customer experience 5	.51**	.23*	.40**	.30**	1		
6. Customer satisfaction	.42**	.20	.35**	.10	.38**	1	
7. Touchpoint consistency	-.05	-.08	-.06	-.04	.06	.23*	1
Mean	5.65	4.99	5.46	4.26	4.52	6.06	4.97
Standard deviation	0.83	1.08	1.20	1.40	1.13	0.72	1.29
Range	2.33 – 7.00	2.33 – 7.00	2.55 – 7.00	1.00 – 7.00	1.33 – 7.00	4.00 – 7.00	1 – 7

Note. **$p < .01$. * $p < .05$.

4.2.2 Regression analysis

Regression analysis was used to test if touchpoint consistency significantly explained the different dimensions of customer experience and customer satisfaction. First, the effect of touchpoint consistency on customer experience 1 was tested (see Table 4.5). Several control variables were included in the model too. These control variables are all descriptives of the city trip: length of the city trip, special

occasion, booker of the city trip, how much is spent on the city trip and total number of touchpoints. Multiple regression analysis was used to predict customer experience 1 from touchpoint consistency when controlling for descriptive variables of the city trip. The results of the regression analysis indicated that model 2 explains a significant proportion of the variance ($R^2 = .45$, $F(7, 82) = 2.96$, $p < .01$). Touchpoint consistency does not have a significant effect on customer experience 1. Thus, the expectation that touchpoint consistency positive influence customer experience appears to be partly not true. The control variable length of the city trip has a significant positive effect on customer experience 1 ($\beta = .28$, $p < .05$), which means that the longer the city trip is, the more customer experience 1 (sensory).

Table 4.5: Effects of touchpoint consistency on customer experience 1 when controlling for descriptive variables of the city trip

	Model 1 Main effect				Model 2 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 the city trip					.24	.09	.28	p = .012*
Special occasion					-.04	.17	-.02	p = .838
Booker of the city trip 1					-.46	.23	-.25	p = .050
Booker of the city trip 2					-.30	.21	-.18	p = .156
Amount spent on city trip					.23	.19	.14	p = .206
Total # 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: $\Delta R^2 = .199$, $p < .01$.
*$p < .05$.

Next, multiple regression analysis was used to test if touchpoint consistency significantly explains customer experience 2, when controlling for descriptive variables of the city trip (see Table 4.6).

Table 4.6: Effects of touchpoint consistency on customer experience 2 when controlling for descriptive variables of the city trip

	Model 1 Main effect				Model 2 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 the city trip					-.07	.13	-06	p = .618
Special occasion					.34	.24	.16	p = .162
Booker of the city trip 1					.08	.33	.03	p = .817
Booker of the city trip 2					.20	.29	.09	p = .495
Amount spent on city trip					.18	.26	.08	p = .487
Total # 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: $\Delta R^2 = .05$, $p = .601$.

The results of the regression showed that the model 2 does not explain a significant proportion of the variance (R^2 = .06, $F(7, 82)$ = 0.73, p = .65). Touchpoint consistency does not have a significant effect on customer experience 2, which means that the expectations that touchpoint consistency positively affects customer experience appears to be partly not true.

Another multiple regression analysis was used to test if touchpoint consistency significantly explains customer experience 3, when controlling for descriptive variables of the city trip (see Table 4.7). The results of the regression showed that the model 2 does not explain a significant proportion of the variance (R^2 = .10, $F(7, 82)$ = 1.30, p = .20). Touchpoint consistency does not have a significant effect on customer experience 3, which means that the expectations that touchpoint consistency positively affects customer experience appears to be partly not true.

Table 4.7: Effects of touchpoint consistency on customer experience 3 when controlling for descriptive variables of the city trip

	Model 1 Main effect				Model 2 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 the city trip					.24	.14	.20	p = .096
Special occasion					-.24	.26	-.10	p = .356
Booker of the city trip 1					-.28	.36	-.11	p = .430
Booker of the city trip 2					-.03	.32	-.01	p = .933
Amount spent on city trip					-.35	.28	-.14	p = .225
Total # 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: ΔR^2 = .10, p = .204.

Next, multiple regression analysis was used to test if touchpoint consistency significantly explains customer experience 4, when controlling for descriptive variables of the city trip (see Table 4.8).

Table 4.8: Effects of touchpoint consistency on customer experience 4 when controlling for descriptive variables of the city trip

	Model 1 Main effect				Model 2 With control variables			
	b	SE B	β	p	b	SE B	β	p
Touchpoint consistency	-.04	.12	-.04	.74	-.06	.12	-.06	p = .591
Length of the city trip					.34	.17	.24	p = .051
Special occasion					.05	.31	.02	p = .873
Booker of the city trip 1					-.59	.42	-.19	p = .168
Booker of the city trip 2					-.01	.38	-.00	p = .986
Amount spent on city trip					-.47	.34	-.17	p = .166
Total # 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: ΔR^2 = .07, p = .377.

The results of the regression showed that the model 2 does not explain a significant proportion of the variance ($R^2 = .08$, $F(7, 82) = 0.95$, $p = .47$). Touchpoint consistency does not have a significant effect on customer experience 4, which means that the expectations that touchpoint consistency positively affects customer experience appears to be partly not true.

Another multiple regression analysis was used to test if touchpoint consistency significantly explains customer experience 5, when controlling for descriptive variables of the city trip (see Table 4.9). The results of the regression showed that the model 2 does explain a significant proportion of the variance ($R^2 = .16$, $F(7, 82) = 2.26$, $p < .05$). Touchpoint consistency does not have a significant effect on customer experience 5, which means that the expectations that touchpoint consistency positively affects customer experience appears to be partly not true. The control variable length of the city trip does have a significant effect on customer experience 5 ($\beta = .13$, $p < .05$), which means that the longer the city trip, the more customer experience 5.

Table 4.9: Effects of touchpoint consistency on customer experience 5 when controlling for descriptive variables of the city trip

	Model 1 Main effect				Model 2 With control variables			
	b	SE B	β	p	b	SE B	β	p
Touchpoint consistency	.05	.09	.06	.59	.05	.09	.06	p = .564
Length of the city trip					.33	.13	.29	p = .014*
Special occasion					.28	.24	.13	p = .235
Booker of the city trip 1					.06	.32	.02	p = .858
Booker of the city trip 2					.10	.29	.04	p = .739
Amount spent on city trip					-.36	.26	-.16	p = .166
Total # of touchpoints					.05	.03	.21	p = .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.

Furthermore, multiple regression analysis was used to test if touchpoint consistency significantly explains customer satisfaction, when controlling for descriptive variables of the city trip (see Table 4.10). The results of the regression showed that model 1 does explain a significant proportion of the variance ($R^2 = .05$, $F(1, 88) = 4.91$, $p < .05$), however, model 2 does not explain a significant proportion of the variance ($R^2 = .08$, $F(7, 82) = 1.00$, $p = .44$). This means that touchpoint consistency does not have a significant effect on customer satisfaction, which is in contradiction towards the expectations. However, since model 1 is significant, some effect appears to exists between touchpoint consistency and customer satisfaction, but since the data appears to be unstable when adding control variables, this cannot be stated statistically.

Table 4.10: Effects of touchpoint consistency on customer satisfaction when controlling for descriptive variables of the city trip

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

Note. Block 1: R^2 = .05, F(1, 88) = 4.91, $p < .05$; Block 2: R^2 = .08, F(7, 82) = 1.00, $p = .436$; Block 2: ΔR^2 = .03, $p = .886$.
*p < .05.

Also when adding the control variables one by one, the models in which the control variable are added remain insignificant (see table 4.11 to table 4.15). This means that statistically touchpoint consistency does not have an influence on customer satisfaction, which is in contradictions towards the expectations. However, this can be explained by the relative small sample size, which makes the data unstable.

Table 4.11: Effects of touchpoint consistency on customer satisfaction when controlling for length of the city trip

	Model 1 Main effect				Model 2 With control variables			
	b	SE B	β	p	b	SE B	β	p
Touchpoint consistency	.13	.06	.23	p = .029*	.13	.06	.23	p = .033*
Length of the city trip					.09	.08	.12	p = .271

Note. Block 1: R^2 = .05, F(1, 88) = 4.91, $p < .05$; Block 2: R^2 = .07, F(2, 87) = 3.07, $p = .051$; Block 2: ΔR^2 = .01, $p = .271$.
*p < .05.

Table 4.12: Effects of touchpoint consistency on customer satisfaction when controlling for special occasion

	Model 1 Main effect				Model 2 With control variables			
	b	SE B	β	p	b	SE B	β	p
Touchpoint consistency	.13	.06	.23	p = .029*	.13	.06	.23	p = .029*
Special occasion					.09	.15	.06	p = .554

Note. Block 1: R^2 = .05, F(1, 88) = 4.91, $p < .05$; Block 2: R^2 = .06, F(2, 87) = 2.61, $p = .079$; Block 2: ΔR^2 = .00, $p = .554$.
*p < .05.

Table 4.13: Effects of touchpoint consistency on customer satisfaction when controlling for booker of the city trip

| | Model 1 | | | | Model 2 | | | |
| | Main effect | | | | With control variables | | | |
	b	SE B	β	*p*	b	SE B	β	*p*
Touchpoint consistency	.13	.06	.23	*p* = .029*	.13	.06	.23	*p* = .031*
Booker of city trip dummy 1					-.06	.21	-.04	*p* = .771
Booker of city trip dummy 2					.00	.19	.00	*p* = .995

Note. Block 1: R^2 = .05, F(1, 88) = 4.91, *p* < .05; Block 2: R^2 = .05, F(3, 86) = 1.65, *p* = .185; Block 2: ΔR^2 = .00, *p* = .935.
*p < .05.
Booker of the city trip 1 = Respondent vs. other/travel agency, Booker of the city trip 2 = together vs. other/travel agency.

Table 4.14: Effects of touchpoint consistency on customer satisfaction when controlling for amount spent on the city trip

| | Model 1 | | | | Model 2 | | | |
| | Main effect | | | | With control variables | | | |
	b	SE B	β	*p*	b	SE B	β	*p*
Touchpoint consistency	.13	.06	.23	*p* = .029*	.13	.06	.23	*p* = .033*
Amount spent					-.03	.15	-.02	*p* = .846

Note. Block 1: R^2 = .05, F(1, 88) = 4.91, *p* < .05; Block 2: R^2 = .05, F(2, 87) = 2.45, *p* = .093; Block 2: ΔR^2 = .00, *p* = .846.
*p < .05.

Table 4.15: Effects of touchpoint consistency on customer satisfaction when controlling for total number of touchpoints

| | Model 1 | | | | Model 2 | | | |
| | Main effect | | | | With control variables | | | |
	b	SE B	β	*p*	b	SE B	β	*p*
Touchpoint consistency	.13	.06	.23	*p* = .029*	.13	.06	.23	*p* = .030*
Total # of touchpoints					.00	.02	.02	*p* = .843

Note. Block 1: R^2 = .05, F(1, 88) = 4.91, *p* < .05; Block 2: R^2 = .05, F(2, 87) = 2.45, *p* = .093; Block 2: ΔR^2 = .00, *p* = .843.
*p < .05.

4.2.3 Additional analysis

Six additional regression analyses were conducted to test if the different constructs of customer experience significantly explain customer satisfaction (see table 4.16 to table 4.20). The results indicated that the model, in which customer experience 1 and control variables are added, explains a significant proportion of the variance (R^2 = .22, $F(7, 82)$ = 3.29, p < .005). Customer experience 1 has a significant effect on customer satisfaction (β = .48, p < .001). Next, the results indicated that the model, in which customer experience 2 and control variables are added, does not explain a significant proportion of the variance (R^2 = .08, $F(7, 82)$ = 1.01, p = .430). The results furthermore indicated that the model, in which

customer satisfaction 3 and control variables are added, does not explain a significant proportion of the variance ($R^2 = .15$, $F(7, 82) = 2.05$, $p = .058$). Also the model, in which customer satisfaction 4 and control variables are added, does not explain a significant proportion of the variance ($R^2 = .04$, $F(7, 82) = .45$, $p = .856$). Lastly, the results indicated that the model, in which customer satisfaction 5 and control variables are added, explains a significant proportion of the variance ($R^2 = .16$, $F(7, 82) = 2.28$, $p < .05$). Customer experience 5 has a significant effect on customer satisfaction ($\beta = .39$, $p < .005$). Thus, customer experience 1 (sensory) and customer experience 5 (intellectual) have a positive effect on customer satisfaction. This is partly in line with the predictions.

Table 4.16: Effects of customer experience 1 on customer satisfaction when controlling for descriptive variables of the city trip

	Model 1 Main effect				Model 2 With control variables			
	b	SE B	β	p	b	SE B	β	p
Customer experience 1	.36	.09	.42	p = .000*	.42	.10	.48	p = .000*
Length of the city trip					.04	.08	.05	p = .656
Special occasion					.11	.15	.07	p = .476
Booker of the city trip 1					.08	.21	.05	p = .684
Booker of the city trip 2					.16	.18	.11	p = .368
Amount spent on city trip					-.23	.16	-.16	p = .149
Total # of touchpoints					-.02	.02	-.17	p = .323

Note. Block 1: $R^2 = .17$, $F(1, 88) = 18.48$, $p < .001$; Block 2: $R^2 = .22$, $F(7, 82) = 3.29$, $p < .005$; Block 2: $\Delta R^2 = .05$, $p = .575$.
*p < .001.

Table 4.17: Effects of customer experience 2 on customer satisfaction when controlling for descriptive variables of the city trip

	Model 1 Main effect				Model 2 With control variables			
	b	SE B	β	p	b	SE B	β	p
Customer experience 2	.14	.07	.20	p = .055	.15	.07	.22	p = .048*
Length of the city trip					.15	.09	.20	p = .096
Special occasion					.04	.16	.03	p = .801
Booker of the city trip 1					-.12	.22	-.07	p = .580
Booker of the city trip 2					.01	.19	.01	p = .961
Amount spent on city trip					-.16	.17	-.11	p = .356
Total # of touchpoints					-.01	.02	-.09	p = .463

Note. Block 1: $R^2 = .04$, $F(1, 88) = 3.79$, $p = .055$; Block 2: $R^2 = .08$, $F(7, 82) = 1.01$, $p = .430$; Block 2: $\Delta R^2 = .04$, $p = .756$.
*p < .05.

Table 4.18: Effects of customer experience 3 on customer satisfaction when controlling for descriptive variables of the city trip

| | Model 1 | | | | Model 2 | | | |
| | Main effect | | | | With control variables | | | |
	b	SE B	β	*p*	B	SE B	β	*p*
Customer experience 3	.21	.06	.35	*p* = .001*	.22	.07	.36	*p* = .001*
Length of the city trip					.09	.09	.12	*p* = .315
Special occasion					.14	.15	.10	*p* = .358
Booker of the city trip 1					-.05	.21	-.03	*p* = .814
Booker of the city trip 2					.05	.19	.03	*p* = .811
Amount spent on city trip					-.06	.17	-.04	*p* = .717
Total # of touchpoints					-.02	.02	-.12	*p* = .277

Note. Block 1: R^2 = .12, F(1, 88) = 12.13, p < .005; Block 2: R^2 = .15, F(7, 82) = 2.05, p = .058; Block 2: ΔR^2 = .03, p = .843.
*p < .005.

Table 4.19: Effects of customer experience 4 on customer satisfaction when controlling for descriptive variables of the city trip

| | Model 1 | | | | Model 2 | | | |
| | Main effect | | | | With control variables | | | |
	b	SE B	β	*p*	B	SE B	β	*p*
Customer experience 4	.05	.06	.10	*p* = .358	.03	.06	.06	*p* = .599
Length of the city trip					.13	.09	.17	*p* = .170
Special occasion					.09	.16	.06	*p* = .586
Booker of the city trip 1					-.09	.23	-.06	*p* = .686
Booker of the city trip 2					.04	.20	.03	*p* = .843
Amount spent on city trip					-.12	.18	-.08	*p* = .509
Total # of touchpoints					-.01	.02	-.06	*p* = .632

Note. Block 1: R^2 = .01, F(1, 88) = .85, p = .358; Block 2: R^2 = .04, F(7, 82) = .45, p = .856; Block 2: ΔR^2 = .03, p = .881.

Table 4.20: Effects of customer experience 5 on customer satisfaction when controlling for descriptive variables of the city trip

| | Model 1 | | | | Model 2 | | | |
| | Main effect | | | | With control variables | | | |
	b	SE B	β	*p*	B	SE B	β	*p*
Customer experience 5	.24	,06	.38	*p* = .000**	.25	.07	.39	*p* = .001*
Length of the city trip					.05	.09	.07	*p* = .553
Special occasion					.02	.15	.01	*p* = .895
Booker of the city trip 1					-.12	.21	-.06	*p* = .557
Booker of the city trip 2					.02	.18	.01	*p* = .935
Amount spent on city trip					-.04	.17	-.03	*p* = .820
Total # of touchpoints					-.02	.02	-.13	*p* = .237

Note. Block 1: R^2 = .14, F(1, 88) = .14.72, p < .001; Block 2: R^2 = .16, F(7, 82) = 2.28, p < .05; Block 2: ΔR^2 = .02, p = .924.
**p < .001, * < .005.

4.2.4 Assumptions regression analysis

Almost all assumptions of regression analysis were met. First, both the independent as dependent variables were metric variables. Two of the control variables were also metric variables and the other control variables have been transformed into dummy variables before they were added to the regression analysis. Second, a linear relationship between the independent and dependent variable existed. This assumption was tested with scatter plots of the residuals whereby predicted values were set against residual values. Appendix 14.1 shows the residual plots of touchpoint consistency, the different constructs of customer experience and customer satisfaction. The models met the assumption of linearity, since there was no curve in the residual plots. Third, the models met the assumption of homoscedasticity, or in other words constant variance of the error terms, as the variance of the residuals was constant for every y value. The residual plots did not show a pattern, such as a funnel. Fourth, the error terms were independent, which means that the predicted value was not related to another prediction (Hair, 2014). This is showed in the residual statistics (see Appendix 14.2). The error terms did not correlate with the independent variable as in both models the main of the standardized predicted value was 0.0 and the standard deviation was 1.0. Fifth, the models did not totally meet the assumption of normality of the error term distribution. This can be seen in the histograms with a normal curve of the standardized residuals of the variables (see Appendix 14.3), in the normal probability plots of the error term of the distribution (see Appendix 14.4) and the Shapiro-Wilks test of the standardized and unstandardized residuals (see Appendix 14.5). Both the histograms, the normal probability plots and the Shapiro-Wilks tests showed that the error term of customer experience 1, customer experience 3 and customer satisfaction were not normally distributed. However, since the sample size was relatively small, this could have been an explanation for ill-formed distribution. The results should therefore be interpreted with a little bit caution. Lastly, the assumption of multicollinearity was tested since several control variables were added to the regression analysis, which means that a multiple regression analysis was conducted. The collinearity statistics showed that there was no multicollinearity since the VIF values were <10 and the Tolerance values were > .1 (see Appendix 14.6).

5. Discussion and conclusion

5.1 Discussion

This research provides interesting new results in first, what touchpoint consistency is in a multi-stakeholder context and second, how it influences customer experience and customer satisfaction.

First, this study is one of the first to investigate what the underlying dimensions of touchpoint consistency are in a multi-stakeholder context. This research adds to existing research by not only focusing on what touchpoint consistency is within a single company, but by addressing the facets of touchpoint consistency during a customer journey in which multiple organization are engaged. The analysis reveals that there are seven underlying dimensions of touchpoint consistency in a multi-stakeholder context: consistency in sociability, consistency in form of communication towards the customers, consistency in service value, consistency in impression, consistency in service provider identity, consistency in service design and consistency in coordination. These dimension together form touchpoint consistency. Homburg et al. (2015), who focus on what touchpoint consistency is within one organization, propose that touchpoint consistency is made up of four dimensions; design language, communication messages, interaction behavior and process and navigation logic. Some of the seven dimension which are derived in this study overlap with the dimensions of touchpoint consistency of Homburg et al. (2015). Both the communication aspect, the social aspect, the identity aspect and the coordination aspects are presented in both studies. However, the impression dimension, service value dimension and the service design dimension which emerge in this research do not appear in the study of Homburg et al. (2015). Also Nguyen et al. (2018), who developed a brand portfolio coherence scale, do not address all the dimensions derived in this study in their study. Nguyen et al. (2018) distinguish three dimensions of brand portfolio coherence; design, personality and status. The focus in the study of Nguyen et al. (2018) is especially on the identity of the service provider, which emerged also in the current study as dimension of touchpoint consistency. Also more visible aspects resemble in both studies. Nguyen et al. (2018) call this design, whereas this study labels it as impression. Furthermore, in both studies the quality aspects comes forwards; in the study of Nguyen et al. (2018) as status, in the current study as service value. Both Homburg et al. (2015) and Nguyen et al. (2018) do not address the dimension service design, which emerges in this study as dimension of touchpoint consistency. This makes sense as this dimension is focused on the structure of the service, which is more complex in a multi-stakeholder context. This means that in a multi-stakeholder context this dimension of consistency especially comes forward and has to be taken into account into explaining consistency. Table 5.1 shows the derived dimensions of consistency in the different studies.

Table 5.1. Dimensions of consistency derived in different studies

Touchpoint consistency in a multi-stakeholder context	Touchpoint consistency within an organization (Homburg et al., 2015)	Brand portfolio coherence (Nguyen et al., 2018)
1. Sociability *Behavior of personal*	1. Design language *Corporate identity, impression/ image/ personality of the organization*	1. Design *Visual similarity of design* elements
2. Form of communication towards the customer *Form of information transmission*	2. Communication messages *Communication channels, information*	2. Personality *Human characteristics*
3. Service value *Level of excellence of service*	3. Interaction behavior *Content and process of interaction*	3. Status *Quality, prestige, luxury, symbolic success*
4. Impression *Look and feel*	4. Process and navigation logic *Integrated streams/channels*	
5. Service provider identity *Personality and identity of service provider*		
6. Service design *Structure*		
7. Coordination *Arrangements*		

Second, this study improves our understanding of how touchpoint consistency in a multi-stakeholder context influences customer experience and customer satisfaction. In contradictions to our expectations, touchpoint consistency does not influence customer experience. These findings differ from predictions of other studies (e.g. Homburg et al., 2015), who stated that touchpoint consistency is a strategic direction for creating customer experiences. This lack of effect could be attributed to the customer experience scale used in this study. Different researchers have identified different dimensions of customer experience. This study adopted the customer experience scale of Brakus et al. (2009), which distinguished the dimensions sensory, affective, behavioral and intellectual. However, other researchers included other dimensions of customer experience in their scales, such as entertainment and escapism (Oh, Fiore, & Jeoung, 2007), novelty, local culture and refreshing (Kim. et al., 2012) and peace of mind and involvement (Otto & Ritchie, 1996). As no agreement exists about what customer experience exactly is, this could explain why touchpoint consistency appears to have no influence on customer experience.

Furthermore, in contradiction to the expectations, touchpoint consistency appears to have no influence on customer satisfaction when controlling for descriptive variables of the city trip. This can

partly be explained by the limited sample size, which made the data unstable. Without controlling for descriptive variables of the city trip, the data indicates that the effect between touchpoint consistency and customer satisfaction exists, however, statistically this cannot be stated. It is also possible that other factors are better predictors of satisfaction with the city trip, such as the weather, whether or not people have fun with each other and how interesting the city is.

5.2 Practical implications

This study suggests that organizations, which provide only part of a total service, should take into account the importance of the interconnection between all actors in the service ecosystem. It calls for the establishment of consistency across touchpoints, in which multiple organization can be involved. Our study helps service organizations which are part of a service ecosystem, to assess which aspects have to be taken into account in creating consistency. This study advices to 1. establish consistency in sociability, by for example giving the customer the same level of attention across touchpoints, 2. establish consistency in form of communication towards the customer, by for example providing information to the customers in a similar channel across touchpoints, 3. establish consistency in service value, by for example ensuring equal quality levels across touchpoints, 4. establish consistency in impression, by for example uniform the visual aspects across touchpoints, 5. establish consistency in service provider identity, by for example uniform the goal of the different service providers, 6. establish consistency in service design, by for example placing the contact moments in a logical order and 7. establish consistency in coordination, by for example implementing a complementing and coordinated infrastructure between touchpoints. In order to establish consistency on these dimensions, this study suggests to improve the coordination between all involved stakeholders, as the overall experience depends on individual experiences (Stickdorn, 2013). Interactions between organizations within a service ecosystem, such as hotels, transport organizations, airlines and tours in a tourism service, is needed and arrangements have to be made to establish consistency across touchpoints.

Furthermore, our findings offer managers an indication of the variables which impact customer experience and customer satisfaction. Whereas touchpoint consistency appears to have no influence on customer experience and customer satisfaction, length of the city trip does have an effect on two of the five constructs of customer experience. Length of the city trip appears to positively influence the sensory and intellectual dimension of customer experience. This suggests that organizations should try to extend the length of the service, as this increases some dimensions of customer experience. Furthermore, the sensory and intellectual dimension of customer experience appear to positively influence customer satisfaction. Organizations should therefore take care of delivering a high (sensory and intellectual) customer experience, as this lead to satisfied customers.

5.3 Limitations and future research

This study has several limitation that, at the same time, offer suggestions for future research. First, this study is only focused on the tourism industry. This setting is chosen because the tourism service is a good example of a service which is provided by multiple service providers. However, the tourism industry has some very industry specific characteristics. Culture and language for example play a big role during city trips, as they generally take place in a foreign country. Future studies could examine whether touchpoint consistency is conceptualized in the same way in another industry, which would increase the generalizability of the findings. An example of another industry, in which the service is provided by different service organizations, is the health industry. When people are sick, they come in contact with a lot of different service providers, such as doctors, hospitals and pharmacies. It is possible that in such another setting, consistency is of higher of lower importance for people. As the cognitive dissonance theory of Festinger (1962) stated that more important cognitive elements which cause inconsistency create more dissonance than inconsistencies which are connected to less important elements (Starzyk, Fabrigar, Soryal, & Fanning, 2009), this is an interesting avenue for future research.

Second, the sample is not random selected. Due to the fact that the data collection is time demanding for participants, a convenience sample is taken, which decreases the generalizability of the results. On the other hand, a convenience sample increases the willingness of participants to participate in the study and willingness to tell their personal stories. Future research could use a random sample to increase the generalizability of the results.

Third, the dimensions of touchpoint consistency which are distinguished in this study by means of a qualitative method, can be tested quantitatively to evaluate the reliability and validity of the dimensions. Seven items, one per dimension, which could be used to measure touchpoint consistency are for example:

1. "To which degree do you feel that the way you are treated by the personal of the different service providers is fitting together?" (Consistency in sociability)

2. "To which degree do you feel that the form in which information is sent to you by the different service providers is fitting together?" (Consistency in form of communication towards the customer)

3. "To which degree do you feel that the level of excellence of the different services are fitting together?" (Consistency in service value)

4. "To which degree do you feel that the look and feel at the different service providers is fitting together?" (Consistency in impression)

5. "To which degree do you feel that what the different service providers propagate is fitting together?" (Consistency in service provider identity)

6. "To which degree do you feel that the different services provided by different service providers are different in nature?" (Consistency in service design)

7. "To which degree do you feel that how things are navigated across touchpoints is fitting together?" (Consistency in coordination).

Fourth, owing to the use of a small sample to investigate the effect of touchpoint consistency on customer experience and customer satisfaction, the relationships observed must be interpreted with caution. The suggested quantitative research should therefore use a larger sample size. Such research could also include other dependent variables such as loyalty and word-of-mouth. Furthermore, to make better inferences about causality, future research could use an experimental design, in which the seven dimensions of touchpoint consistency are manipulated.

5.4 Conclusion

This study aims to enlarge the understanding on what touchpoint consistency is in a multi-stakeholder context and what its consequences are. The research question central to this study is the following:

"What is touchpoint consistency in a multi-stakeholder context and how does it influences customer experience and customer satisfaction?"

A qualitative research with a quantitative element is conducted in the tourism industry to research what touchpoint consistency is and what its consequences are. Investigation into tourists' customer experience of city trips shows that touchpoint consistency consists of seven dimensions: consistency in sociability, consistency in form of communication towards the customer, consistency in service value, consistency in impression, consistency in service provider identity, consistency in service design and consistency in coordination.

This research furthermore shows that touchpoint consistency does not affect customer experience and customer satisfaction. However, the absence of these effects, and especially the absence of the effect of touchpoint consistency on customer satisfaction, should be interpreted with caution as the limited sample size made the data unstable.

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Appendixes

Appendix 1. 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 ten alle tijden 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? [prijsperceptie, 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 cijfers losse contactmomenten en cijfer gehele stedentrip [zie vragenlijst en losse cijfers].

6. [Instructie:]
- Wat is je leeftijd?
- Wat is je hoogst genoten opleiding?
    - Lagere school
    - Middelbare school
    - Vakschool
    - 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 2. Questionnaire during interview

Geef achter elke uitspraak aan in welke mate u het daarmee eens of oneens bent	*Zeer mee oneens*	*Mee oneens*	*Enigszins mee oneens*	*Niet mee oneens/ Niet mee eens*	*Enigszins mee eens*	*Mee eens*	*Zeer mee eens*
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

Geef achter de uitspraak aan in welke mate u ermee tevreden of ontevreden bent	*Zeer ontevreden*	*Ontevreden*	*Enigszins ontevreden*	*Niet ontevreden / Niet tevreden*	*Enigszins tevreden*	*Tevreden*	*Zeer tevreden*
18. Over het algemeen, hoe tevreden bent u met deze stedentrip?	1	2	3	4	5	6	7

Appendix 3. Operationalization of the key constructs

Construct	Definition	Dimensions	Items (in Dutch)	Source
Customer experience	Customer's subjective response to the holistic direct and indirect encounter with the firm, including but not necessarily limited to the communication encounter, the service encounter and the consumption encounter (Lemke et al., 2011, p. 851).	Sensory	1- Deze stedentrip maakte een grote indruk op mijn zintuigen 2- Deze stedentrip prikkelde mijn zintuigen 3- Deze stedentrip deed geen beroep op mijn zintuigen [a]	Adopted from Brakus et al. (2009)
		Affective	4- Deze stedentrip wekte gevoelens en sentimenten bij mij op 5- Ik voelde geen sterke emoties bij deze stedentrip [a] 6- Deze stedentrip deed iets met me op emotioneel vlak	
		Behavioral	7- Tijdens deze stedentrip was ik erg actief 8- Deze stedentrip daagde mij uit om dingen te ondernemen 9- Tijdens deze stedentrip voelde ik me fysiek gestimuleerd * 10- Deze stedentrip was niet actiegericht [a]	
		Intellectual	11- Ik heb veel nagedacht tijdens deze stedentrip 12- Deze stedentrip heeft me niet aan het denken gezet [a] 13- Deze stedentrip heeft mijn nieuwsgierigheid en creativiteit gestimuleerd 14- Deze stedentrip daagde me intellectueel uit * 15- Ik heb veel geleerd tijdens deze stedentrip *	
Customer satisfaction	The degree to which one believes that an experience evokes positive feelings (Chen & Chen, 2010, p. 30).		1- Al met al ben ik tevreden met de stedentrip 2- De stedentrip leek op de ideale stedentrip 3- Over het algemeen, hoe tevreden bent u met de stedentrip	Adopted from Homburg et al. (2006)
Touchpoint consistency	The degree to which the interactions with the service providers during the customer experience fit together.		- Als u terug denkt aan de contactmomenten waarop u in contact bent geweest met verschillende dienstverleners, in welke mate heeft u het idee dat over het geheel genomen deze contactmomenten bij elkaar passen op enige manier, of totaal niet bij elkaar passen	

[a]Reverse coded.
*Extra items of the experience scale added to the scale of Brakus et al. (2009).

Appendix 4. Output factor analysis

Appendix 4.1: Correlation matrix of the customer experience scale items and the customer satisfaction scale items

	CE1	CE2	CE3	CE4	CE5	CE6	CE7	CE8	CE9	CE10	CE11	CE12	CE13	CE14	CE15	CS1	CS2	CS3
CE1	1																	
CE2	,679**	1																
CE3	,537**	,490**	1															
CE4	,225*	,255*	0,131	1														
CE5	0,171	0,170	,255*	,383**	1													
CE6	0,109	0,016	0,097	,537**	,275*	1												
CE7	0,185	,234*	,237*	0,097	0,003	0,086	1											
CE8	,234*	,348**	,271*	0,121	0,027	-0,002	,500**	1										
CE9	,307**	,373**	,339*	-0,069	0,050	0,048	,661**	,703**	1									
CE10	,253*	,389**	,437**	0,075	0,098	0,031	,633**	,650**	,665**	1								
CE11	,295**	,304**	,279**	0,163	-0,014	0,159	0,116	,220*	0,169	0,049	1							
CE12	,281*	,225*	,377**	0,162	0,132	0,095	0,158	,234*	0,151	0,169	,568**	1						
CE13	,463**	,424**	0,192	,343**	0,089	0,116	,217*	,460**	,312*	,306**	0,167	0,167	1					
CE14	,427**	,419**	,292**	,301**	0,131	0,082	0,022	,349**	,207	,285**	,264*	,581**	,581**	1				
CE15	,406**	,442**	,267*	0,180	0,113	0,069	,264*	,400**	,284**	,376**	,329**	,492**	0,186	,623**	1			
CS1	,330**	,336**	,346**	,214*	,232*	0,074	,260*	,291**	,359**	,289**	0,125	0,181	,492**	,228*	,341**	1		
CS2	,357**	,269*	,236*	0,119	,224*	-0,036	,265*	,227*	,323**	,265*	0,122	0,122	,261*	,258*	,330**	,612**	1	
CS3	,372**	,309**	,346**	0,083	,327**	0,056	,239*	0,196	,268*	,267*	0,051	0,051	,260*	,268*	,294**	,685**	,666**	1

Note. **Correlation is significant at the 0.01 level (2-tailed); *Correlation is significant at the 0.05 level (2-tailed)

CE= Customer experience; CS = Customer satisfaction.

CS1 = Item 16; CS2 = Item 17; CS3 = Item 18

Appendix 4.2: Skewness, standard deviation of Skewness, Kurtosis and Standard deviation of Kurtosis

	CE1	CE2	CE3	CE4	CE5	CE6	CE7	CE8	CE9	CE10	CE11	CE12	CE13	CE14	CE15	CS1	CS2	CS3
Skewness	-0,796	-1,114	-1,152	-0,616	-0,848	-0,497	-1,010	-0,913	-0,803	-0,848	0,126	-0,252	-0,756	-0,246	-0,176	-0,552	-1,008	0,014
Std. Error of Skewness	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254	0,254
Kurtosis	2,410	2,485	1,037	-0,098	-0,151	0,054	0,423	0,509	0,224	-0,355	-0,809	-0,937	1,201	-0,488	-0,424	-0,625	0,852	-0,412
Std. Error of Kurtosis	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503	0,503

Note. **Correlation is significant at the 0.01 level (2-tailed); *Correlation is significant at the 0.05 level (2-tailed)

CE= Customer experience; CS = Customer satisfaction.

CS1 = Item 16; CS2 = Item 17; CS3 = Item 18

Appendix 4.3: Factor correlation matrix of the items of customer experience with 4 fixed factors

Factor	1	2	3	4
1	1,000	-,332	,214	,414
2	-,332	1,000	-,055	-,346
3	,214	-,055	1,000	,286
4	,414	-,346	,286	1,000

Appendix 4.4: Summary of exploratory factor analysis results with oblimin rotation for 15 items of the customer experience scale and 4 fixed factors (N = 90)

	Rotated factor Loadings			
Item	Intellectual	Behavioral	Affective	Sensory
1.Customer experience item 1	,333	,002	,002	**,533**
2.Customer experience item 2	,352	-,122	-,008	**,436**
3.Reversed Customer experience item 3	-,024	-,179	,035	**,616**
4.Customer experience item 4	,235	,104	**,884**	-,093
5.Reversed Customer experience item 5	-,016	-,007	**,410**	,104
6.Customer experience item 6	-,086	-,044	**,633**	-,014
7.Customer experience item 7	-,140	**-,797**	,005	,022
8.Customer experience item 8	,263	**-,680**	,003	-,046
9.Customer experience item 9	,007	**-,845**	-,054	,055
10.Reversed customer experience item 10	,087	**-,795**	,043	-,005
11.Customer experience item 11	,079	,072	,003	**,556**
12.Reversed customer experience item 12	-,099	-,004	,048	**,627**
13.Customer experience item 13	**,668**	-,135	,111	-,031
14.Customer experience item 14	**,811**	,069	,025	,055
15.Customer experience item 15	**,611**	-,126	-,029	,112

Note. Factor loadings over .40 appear in bold

Appendix 4.5: Factor correlation matrix of the items of customer experience with 5 factors

Factor	1	2	3	4	5
1	1,000	-,311	-,271	,175	-,328
2	-,311	1,000	,229	-,036	,309
3	-,271	,229	1,000	-,153	,273
4	,175	-,036	-,153	1,000	-,225
5	-,328	,309	,273	-,225	1,000

Appendix 4.6: Factor correlation matrix of constructs customer experience 1, 2, 3, 4 and 5 and customer satisfaction with 6 fixed factors

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

Appendix 4.7. Summary of exploratory factor analysis results with oblimin rotation for 18 items of the construct customer experience 1, 2, 3, 4, and 5 and customer satisfaction with 6 fixed factors (N = 90)

Item	*Rotated factor Loadings*					
	1	2	3	4	5	6
1.Customer experience item 1	,248	,055	-,088	-,020	,087	**-,639**
2.Customer experience item 2	,279	-,099	,009	-,015	,042	**-,591**
3.Reversed Customer experience item 3	-,128	-,150	-,050	,035	,150	**-,658**
4.Customer experience item 4	,258	,079	,041	**,863**	-,005	,025
5.Reversed Customer experience item 5	-,086	,053	-,218	**,413**	-,065	-,165
6.Customer experience item 6	-,046	-,063	,057	**,634**	,076	,064
7.Customer experience item 7	-,129	**-,763**	-,096	-,010	,048	,045
8.Customer experience item 8	,283	**-,712**	,016	,016	,059	,085
9.Customer experience item 9	-,006	**-,809**	-,089	-,064	,031	-,044
10.Reversed customer experience item 10	,060	**-,804**	,079	,055	-,139	-,200
11.Customer experience item 11	,106	,070	,044	-,014	**,958**	,032
12.Reversed customer experience item 12	-,069	-,038	-,030	,063	**,562**	-,145
13.Customer experience item 13	**,641**	-,140	-,059	,114	,013	-,022
14.Customer experience item 14	**,740**	,052	-,045	,039	,020	-,135
15.Customer experience item 15	**,566**	-,111	-,164	-,032	,122	-,044
16.Customer satisfaction item 1	,017	-,084	**-,741**	,063	,100	,028
17.Customer satisfaction item 2	,088	-,012	**-,788**	-,061	,024	,056
18.Customer satisfaction item 3	,005	,010	**-,849**	-,004	-,142	-,108

Note. Factor loadings over .40 appear in bold

Appendix 4.8: Convergent validity of the constructs of customer experience and customer satisfaction

Customer experience 1

Total Variance Explained

Factor	Total	Initial Eigenvalues % of Variance	Cumulative %	Total	Extraction Sums of Squared Loadings % 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			

Factor Matrix

	Factor 1
Customer experience item 1	,861
Customer experience item 2	,788
Reversed Customer experience item 3	,623

Customer experience 2

Total Variance Explained

Factor	Total	Initial Eigenvalues % of Variance	Cumulative %	Total	Extraction Sums of Squared Loadings % 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			

Factor Matrix

	Factor 1
Customer experience item 4	,860
Reversed Customer experience item 5	,444
Customer experience item 6	,623

Customer experience 3

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			

Factor Matrix

	Factor 1
Customer experience item 7 (dimension 3)	,732
Customer experience item 8 (dimension 3)	,769
Customer experience item 9 (dimension 3)	,873
Reversed customer experience item 10	,817

Customer experience 4

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			

Factor Matrix

	Factor 1
Customer experience item 11 (dimension 4)	,753
Reversed customer experience item 12	,753

Customer experience 5

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	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			

Factor Matrix

	Factor 1
Customer experience item 13 (dimension 4)	,678
Customer experience item 14 (dimension 4)	,856
Customer experience item 15 (dimension 4)	,727

Customer satisfaction

Total Variance Explained

Factor	Initial Eigenvalues			Extraction Sums of Squared Loadings		
	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			

Factor Matrix

	Factor 1
Customer satisfaction item 1	,794
Customer satisfaciton item 2	,772
Customer satisfaction item 3	,862

Appendix 5. Memo's

<u>During interviews/transcribing</u>

Dimensions of consistency

- Language
- Culture
- Goal
- Coordinated transport
- Ambiance/sphere/appeal
- Price/quality level
- Personality
- Clarity
- Responding to needs
- Coordination/adoptation
- Valence
- Length contact moments
- Information points
- Distance of contact moments from each other
- Better or worse regulated
- To live up to expectations
- Problem solving
- The same target group (tourists)
- Feel welcome

<u>During analysis</u>

Open Coding consistency

- Code contribute to goal respondent / goal service provider / goal touchpoint → merge later?
- Hospitality / friendliness → merge later?
- Helpful / contributing to goal respondent → merge later?
- Language, comprehensible / communication → merge later?
- Taking effort / taking rime → merge later?
- Proactive attitude/taking effort → merge later?
- Price and quality separate or in one code price/quality
- Kind of service/kind of service provider → merge later?
- Kind of service provider = e.g. Hilton or star hotel
- Formality / professionality → merge later?
- Coordination between touchpoint / coordinated transport → merge later

- Social changed to social personal → more specific/clear
- Personality changed to personal contact → more clear

Until interview 4 lot of codes added such as helpful, friendliness, kind of service, contribute to goal respondent, hospitality, profit oriented, valence etc. Later on only few per interview added. E.g. status in interview 6, appearance in interview 7, welcome feeling in interview 8, price/quality, personality and length of contact moment in interview 9, educational in interview 10, formality in interview 11, experience in interview 13, problem solving in interview 14, child friendly in interview 16, sincerity in

interview 19, type of guests in interview 23, story in interview 24, absence of problems in 25, detached in interview 30

38 different codes after interview 10.

<u>Striking things</u>

- Almost all codes have a positive and negative variant: the codes can lead to both inconsistency as consistency

Appendix 6. Coding scheme

Part 1: (Red codes)
- <u>Where:</u> Only name of the city   (***For example:*** *Where: Berlin)*
- <u>When:</u> Month + Year   (***For example:*** *When: January 2018)*
- <u>How long:</u> Number of days + 'days'   (***For example:*** *How long: 3 days)*
- <u>With whom:</u> 'Family' / 'Friends' / 'Friend' / 'Husband' / (***For example:*** *With whom: Friends)* 'Wife' / 'Boyfriend' / 'Girlfriend' / 'Student association'/'Alone'
- <u>Special occasion:</u> 'No' / Name of occasion   (***For example:*** *Special Occasion: No)*
- <u>Booked:</u> 'Respondent' / 'Other person' / 'Together' / (***For example:*** *Booked: Together)* 'Travel agency'
- <u>Spent:</u> Amount + 'euro'   (***For example:*** Spent: 300 euro)
- <u>Gender:</u> 'Male' / 'Female'   (***For example:*** *Gender: Female)*
- <u>Age:</u> number   (***For example:*** *Age: 25)*
- <u>Education:</u> 'Elementary school' / 'Middle school' / (***For example:*** *Education: HBO)* 'Vocational school' / 'High school' / 'University'
- <u>Results:</u> Not coded

Part 2: (Green codes)
- <u>Notation:</u> Interview Number + TP + Touchpoint Number + Touchpoint Name + Given number between 1 and 7
  - ***For example:*** *Interview 12, Touchpoint 5, Restaurant, 6*
  - ***Translated into:*** *12TP5: Restaurant 6*
  - --
  - ***For example:*** *Interview 28, Touchpoint 11, Hotel, 5*
  - ***Translated into:*** *28TP11: Hotel 5*

- <u>Options for Touchpoint Name:</u>
  - Airport
  - Airline
  - Bus (traveling to a certain city)
  - Train (traveling to a certain city)
  - Boat (traveling to a certain city)
  - Public transport (traveling in the city)
  - Taxi (taxi and Uber)
  - Other transport (Tuc Tuc)
  - Airbnb
  - Camping
  - Hotel (including apartment and hostel)
  - Lunchroom (breakfast and lunch)
  - Café (drinking on e.g. terrace)
  - Restaurant (dining)
  - Hotel restaurant (breakfast or dinner in hotel restaurant)
  - Fast food (KFC, McDonalds, snackbar)
  - Bar (drinking, partying)
  - Kiosk
  - Tour (boot tour, bicycle tour, hop on, hop off bus, tour guide)

- o Attraction (church, museum, tower)
- o Activity (midget golf, games)
- o Supermarket
- o Bakery
- o Gas station
- o Shop
- o Delicacy shop (ice, cooky dough)
- o Tourist office
- o Leasing company
- o Parking

Part 3: (Yellow codes)
- Notation: OTPC + Number Overall Touchpoint Consistency
  - o *For example: 5*
  - o *Translated into: OTPC: 5*

    --
  - o *For example: 7*
  - o *Translated into: OTPC: 7*

Part 4: (Other colours)
- Notation: TPC + Name of consistency + Consistent (+) or Inconsistent (-)
  - o *For example: Friendliness, consistent*
  - o *Translated into: TPC: Friendliness +*

    --
  - o *For example: Language, inconsistent*
  - o *Translated into: TPC: Language -*

Interviews 1-90
Interviews 1-30: Muriël
Interviews 31-60: Stijn
Interviews 61-90: Kim

Appendix 7. Used codes during open coding

Code	#	Code	#
Accessible -	1	Enjoying guests +	5
Adaptability -	1	Enthusiasm -	3
Ambiance -	4	Enthusiasm +	1
Ambiance +	7	Exceeding expectations -	2
Anti-social +	2	Exceeding expectations +	3
Appearance -	4	Feeling -	5
Appearance +	4	Feeling +	1
Approach –	5	Feeling at ease +	1
Approach +	4	Formal communication -	4
Assessment criteria -	1	Formal communication +	1
Attention +	2	Friendliness -	23
Attitude –	1	Friendliness +	35
Attitude +	1	Giving advice -	3
Branding -	1	Giving advice +	5
Branding +	2	Goal of the service -	8
Cheerful -	1	Goal of the service +	3
Cheerful +	2	Goal of the service provider -	3
Child friendliness +	1	Goal of the service provider +	5
Chronological order +	3	Grateful +	1
Clarity -	8	Helpfulness -	11
Clarity +	5	Helpfulness +	24
Comfort -	1	Hospitality -	7
Communication –	6	Hospitality +	8
Communication +	4	Importance of the service -	9
Communication channel -	7	Importance of the service +	2
Communication channel +	2	Intensity interaction -	8
Complementing each other +	4	Interested -	1
Coordinated touchpoints –	2	Interested +	2
Coordinated touchpoints +	8	Kind of contact +	1
Coordinated transport +	2	Kind of information needed -	1
Corporate culture +	2	Kind of information needed +	1
Correctness +	6	Language -	19
Creating experience -	7	Language +	23
Creating experience +	2	Length of interaction -	8
Culture -	6	Length of interaction +	1
Culture +	5	Length with service provider +	2
Customer oriented -	10	Living up to expectations -	9
Customer oriented +	4	Living up to expectations +	4
Detached -	2	Logical order +	1
Educational +	1	Loose parts-	3
Efficiency -	4	Loose parts +	2
Efficiency +	4	Luxury -	3
Emotionless communication +	1	Luxury +	1
Enjoying guests -	5	Nature of the service -	19

Code	#	Code	#
Nature of the service +	10	Smooth touchpoints -	3
Nature of the service provider -	4	Smooth touchpoints +	7
Nature of the service provider +	4	Social -	6
Necessity of touchpoints -	4	Social +	2
Necessity of touchpoints +	2	Spontaneity -	2
No children infrastructure +	1	Standardness -	1
No enthusiasm +	2	Standards -	1
No personal attention +	1	Status -	1
Not customer oriented +	1	Story -	1
Not tourism minded +	1	Superficial contact -	1
Openness -	2	Superficial contact +	1
Openness +	6	Taking effort -	5
Optionality +	1	Taking effort +	3
Organized -	1	Taking serious +	1
Organized +	2	Taking time -	12
Personal attention -	8	Taking time +	3
Personal attention +	2	Target audience -	1
Personality of employees -	7	Target audience +	1
Personality of employees +	4	Theme +	5
Place of contact moment -	1	Tourism minded +	9
Place of contact moment +	1	Treated as a tourist -	1
Pleasure in work -	5	Treated as a tourist +	4
Preparation +	1	Treated with decency -	1
Price -	6	Treating guest -	6
Price +	11	Treating guest +	6
Price sensitive +	1	Type of employee -	1
Pride -	1	Type of employee +	1
Pride +	2	Typical city trip services +	7
Problem solving -	1	Unclarity +	1
Problem solving +	5	Unfriendliness -	1
Professionality -	2	Unfriendliness +	1
Profit oriented -	4	Uninterested -	1
Profit oriented +	9	Uninterested +	2
Providing information -	1	Uniqueness -	1
Providing information +	3	Unwelcome feeling +	1
Purpose +	5	Valence -	9
Quality -	3	Valence +	11
Quality +	3	Value for money -	8
Responding to needs +	6	Value for money +	3
Service expectations -	1	Waiting time -	3
Service level -	11	Waiting time +	4
Service level +	8	Welcome feeling -	5
Sincerity -	1	Welcome feeling +	6

Note. (+) indicates consistency, (-) indicates inconsistency

175 unique codes, 112 different aspects.

17 aspects only with -, 32 aspects only with +, 63 aspects with both – and +

Appendix 8. Dutch quotes

[1] "Ik denk efficiëntie. Aan de ene kant, die ubers waren voor honderd procent efficiëntie, maar op andere momenten denk je weer van dit is gewoon niet nuttig. Zoals op dat vliegveld, dat is dan weer dat je denkt van nou oke, niet handig. En das was ook wel, sommige van die Portugese restaurantjes, dat er een aantal personeel zit te kijken dat je denkt van dit is niet nodig. Dan kijk je wel toch, wij kijken daar in ieder geval wel naar van Nederlands perspectief van dit is niet efficiënt, dit gaat niet profitable zijn voor bedrijven".

[1] "Ja, door de mensen die er werkten ja eigenlijk. En gewoon het sfeertje er om heen. Een rustigere aankleding, kalme, die muziek die ze daar vaak draaien, gewoon lokale muziekjes op de achtergrond in plaats van pompmuziek best wel hard aan. Dus dat was best wel een groot verschil".

[2] "Ze vullen elkaar aan. […] Je hebt een aantal verschillende diensten die er gezamenlijk voor zorgen dat je op een bepaalde plek terecht komt. Met name dat.

[3] "Ja, dat ze ook wel heel doelgericht zijn. Voor hen is het natuurlijk ook heel belangrijk om winst te maken, maar als je dat niet altijd laat doorschemeren, want dat deden ze eigenlijk niet. Behalve bij dat ene restaurant met die pizzaria, daar wel. Dat is dus eigenlijk ook geen overeenkomst".

[4] "Alleen die eerste was dan wat minder, die eerste Riyad zelf. Maar dat waren de eigenaren van die Riyad zelf, die weinig toegevoegde waarde hadden voor ons".

[5] "Ja ik denk dat ze allemaal gericht zijn op hetzelfde, op het verzorgen van toeristen en dat ze erop gericht zijn om zoveel mogelijk geld te verdienen dus dat ze allemaal vriendelijk zijn naar toeristen en gewoon moeten helpen en ja dus dat ze in dat opzicht allemaal dezelfde doelstelling hebben".

[7] "Ehm, naja dat ik gewoon vond dat winkeliers goed Engels konden ook, dus mensen echt met de winkel, producten, en eetgelegenheden dat ze echt bagger Engels konden, en die eetgelegenheden, bij meerdere eetgelegenheden dat ze heel slecht Engels konden en dat daar heel onduidelijk stond aangegeven of je kon pinnen of niet".

[7] "Ik vond bijvoorbeeld bij de eetgelegenheden vond ik dat alles wat minder modern was en minder netjes. En bij kledingwinkels vond ik alles juist heel modern en heel mooi aangegeven, en mooie wc's. En bij eetgelegenheden vond ik het vaak vieze wc's of moest je betalen voor een wc en ouderwets".

[10] "Nou ja ik ben een beetje over het nadenken over vooral de klantvriendelijkheid van alle mensen en ik denk dat ze over het algemeen, de Ieren zeg maar waren super vriendelijk en klantvriendelijk en enthousiast en heel erg bereid om te helpen, maar dan toch wel weer als je bijvoorbeeld een taxi chauffeur of een persoon bij een museum die dan eigenlijk heel erg chagrijnig waren, dat dat dan net niet helemaal past bij elkaar. Ja en de NS en de bus enzo dat was niet echt persoonlijk contact ofzo, maar dat was gewoon een prima service".

[10] "Ik vond het in Ierland over het algemeen redelijk duur. Maar sommige dingen waren ook weer heel goedkoop. Het eten was in principe wel redelijk goedkoop, maar drankjes enzo was allemaal best wel duur. En dagtripjes waren ook wel aan de prijzige kant. Maar ook wel weer het geld waard eigenlijk. Ik vond het niet met alles helemaal het geld waard. Ja een biertje voor vijf euro vind ik wel gewoon echt te duur. In de taxi naar het vliegveld dat kostte ook echt vijfentwintig euro terwijl het echt maar tien minuten was ofzo, dat vond ik ook echt wel veel te duur. Terwijl dat dagtripje naar Howth dat kostte dan zesentwintig euro maar we hadden eigenlijk een privé gids en we zijn de hele dag onderweg geweest. Echt van negen tot vijf en dat vond ik dan wel weer echt dubbel en dwars het geld waard".

[11] "Ik denk dat ze wel redelijk bij elkaar pasten. In Zurich viel me op dat iedereen gewoon vriendelijk en behulpzaam was en dat ze bijna allemaal eigenlijk Engels spraken. Daar was ik ook wel redelijk verbaasd over".

[13] "En ik vond de stad ook heel schoon, en bijvoorbeeld in de bus, trein, metro, of waar we waren, de plekken waar we geweest zijn dat het gewoon super schoon was, netjes".

[13] "Na er zit verschil in in wat voor soort dienst ze verlenen, maar als je over het algemeen kijkt niet. […] Nou de een is een hotel, een restaurant, of in een tram, metro zeg maar op een andere manier. […] Nou in het hotel is het, die, heb je al voor betaald dus dan, ja dat is gewoon fijn dat je een fijn verblijft hebt en ze zorgen dat als er iets aan de hand is dat het dan geregeld wordt, maar in een bus kom je binnen en ga je er weer uit, het is op dat moment een ritje, qua tijdsduur ofzo, ik bedoel als ik de bus niet in stap maakt het voor die bus niet uit".

[16] "Ja, iedereen hielp je, ze zijn gewoon heel behulpzaam en vriendelijk vond ik".

[17] "Ze proberen het ook wel, ook al heb je iets, ze proberen het altijd voor je op te lossen. Heel dienstverlenend".

[19] "Nou ja, omdat je in de horeca zit moet je natuurlijk wel goed Engels kunnen, dus dat konden ze eigenlijk allemaal wel".

[21] "Het zijn wel losstaande activiteiten natuurlijk, maar het zijn wel dingen denk ik die echt bij een stedentrip horen vind ik".

[21] "Nou ja, het is, ik zou het misschien niet hoger geven omdat het wel allemaal losstaande dingen zijn. […] Ja het zijn natuurlijk wel allemaal hele andere activiteiten en het is niet dat als je het een moet doen dan moet je het andere ook doen. Maar ik vind wel dat het dingen zijn die bij een stedentrip een soort van horen, maar het zijn natuurlijk wel hele andere activiteiten.

[22] "Nou ja, zoals ik zei met dat kaartje voor die vijf verschillende dingen waar je heen kunt, dat het ook gewoon wel redelijk is en je kunt gewoon van A naar B. Kijk als je bij, als je ergens heen wilt, bijvoorbeeld je bent bij de Big Ban en je wilt naar Buckinham Palace dan ga je naar onderen en dan ga je naar boven en dan ben je al bij Buckinham Palace met de metro laat maar zeggen. Dus ja alles is gewoon wel, waar je heen wil is wel begaanbaar, het ligt er maar net aan hoeveel tijd je hebt".

[22] "Ja zoals ik al zei inderdaad dat alles gewoon op elkaar aansluit qua metro, bus enzo en die bootvaart. Dat sluit allemaal echt super goed op elkaar aan".

[22] "Ja dat iedereen gewoon heel behulpzaam is. Dat vind ik echt wel, Londen zijn ze allemaal heel rustig en dat ze allemaal wel willen helpen, zelfs als we op straat stonden en dat er een oud vrouwtje naar ons toe kwam met waar moeten jullie heen, gewoon ook de mensen zelf. Maar ook gewoon zoals in een restaurant hebben we gewoon een vet fijne ervaring gehad, ik heb nooit gehad dat iemand onaardig was of zijn dag niet had of dat alles snel snel moest terwijl het wel gewoon druk was".

[26] "Ehm er zit natuurlijk wel een rode draad in omdat het allemaal toeristische dingen zijn denk ik wel. Het zijn allemaal wel dienstverleners in de toeristische sector. Maar voor de rest is het niet echt samenhangend denk ik. Want het is wel restaurants, vliegtuigen, ja misschien vervoer, ubers, vliegtuigen, taxi chauffeurs enzo dat hoort natuurlijk een beetje bij elkaar. Maar het waren ook wel verschillende ervaringen zeg maar. De een was slecht, de ander was goed. En het had er ook wel mee te maken, van een vliegreis verwacht je ook dat moet gewoon netjes zijn, net zoals een taxi rit. Maar als je naar een restaurant gaat verwacht je veel hoger, veel betere dienstverlening omdat je daar voor betaald en daar kom je voor zeg maar deels".

[26] "Maar het waren ook wel verschillende ervaringen zeg maar. De een was slecht, de ander was goed. En het had er ook wel mee te maken, van een vliegreis verwacht je ook dat moet gewoon netjes zijn, net zoals een taxi rit. Maar als je naar een restaurant gaat verwacht je veel hoger, veel betere dienstverlening omdat je daar voor betaald en daar kom je voor zeg maar deels".

[29] "Ja. Wat ik net dus al zei, het zijn telkens verschillende organisaties, verschillende plaatsen waar we zijn geweest en in die zin hebben ze niks met elkaar te maken".

[30] "Zoals ik al zei tegen jou, het is overal super goedkoop, het is overal snel, overal als je iets hebt dan wordt je gelijk geholpen, en het is overal gewoon, ja, gewoon precies wat je nodig hebt zeg maar".

[32] "Wat me wel opviel, het was vroeger heel communistisch. Dat iedereen daar gelijk stond. Dat zit er nog steeds een beetje in. Ze hoeven je daar niet per se heel vriendelijk te behandelen zoals hier in Nederland. Ze laten je rustig 10 minuten zitten voordat je er iets kunt bestellen. […] Dat was anders. Je had daar wel heel erg het gevoel alsof het wel een beetje bij Praag hoorde, als het ware. En dat niemand er ook moeilijk over deed. Maar omdat wij uit zo'n andere cultuur hier komen, valt het je dan wel op. Voor ons was het vreemd, minder, raar, weet je wel dat mensen niet heel vriendelijk tegen je waren of dat ze je heel erg wilden bedienen maar het paste wel een beetje bij de sfeer die daar hing, dus je past je ook wel makkelijk aan.

[34] "Ik denk dat er qua communicatie veel verschil in zit, want je hebt dat interrailticket dat gaat allemaal digitaal en bij een restaurant is het allemaal face-to-face dus daar heb je al veel verschil in zitten".

[36] "Die ervaringen die ik uitlegde, die wel of niet positief waren. Ik denk dat het er ook wel mee te maken heeft doordat wij alles los doen. Wij doen geen tours. Dan is het ook niet dat het allemaal een pot nat is om het zo maar kort te zeggen. Het is ook niet allemaal in de toerismesector. Sommige zijn dat wel en andere niet. Dat is een hele andere vorm van contact. Ik heb altijd het idee dat wanneer je contact hebt met iemand in de toerismesector, dat het wat meer gericht is naar geld verdienen. Dat vind ik bij die andere niet zo. Daarin verschillen ze heel erg".

[49] "Ik denk op zich dat ze wel heel erg bij elkaar gepast hebben. Heel veel had een beetje hetzelfde idee. We kwamen daar niet echt voor de cultuur. Het was echt meer voor het thema gezelligheid en drinken. Dus ik denk wel dat het samen een geheel heeft gevormd".
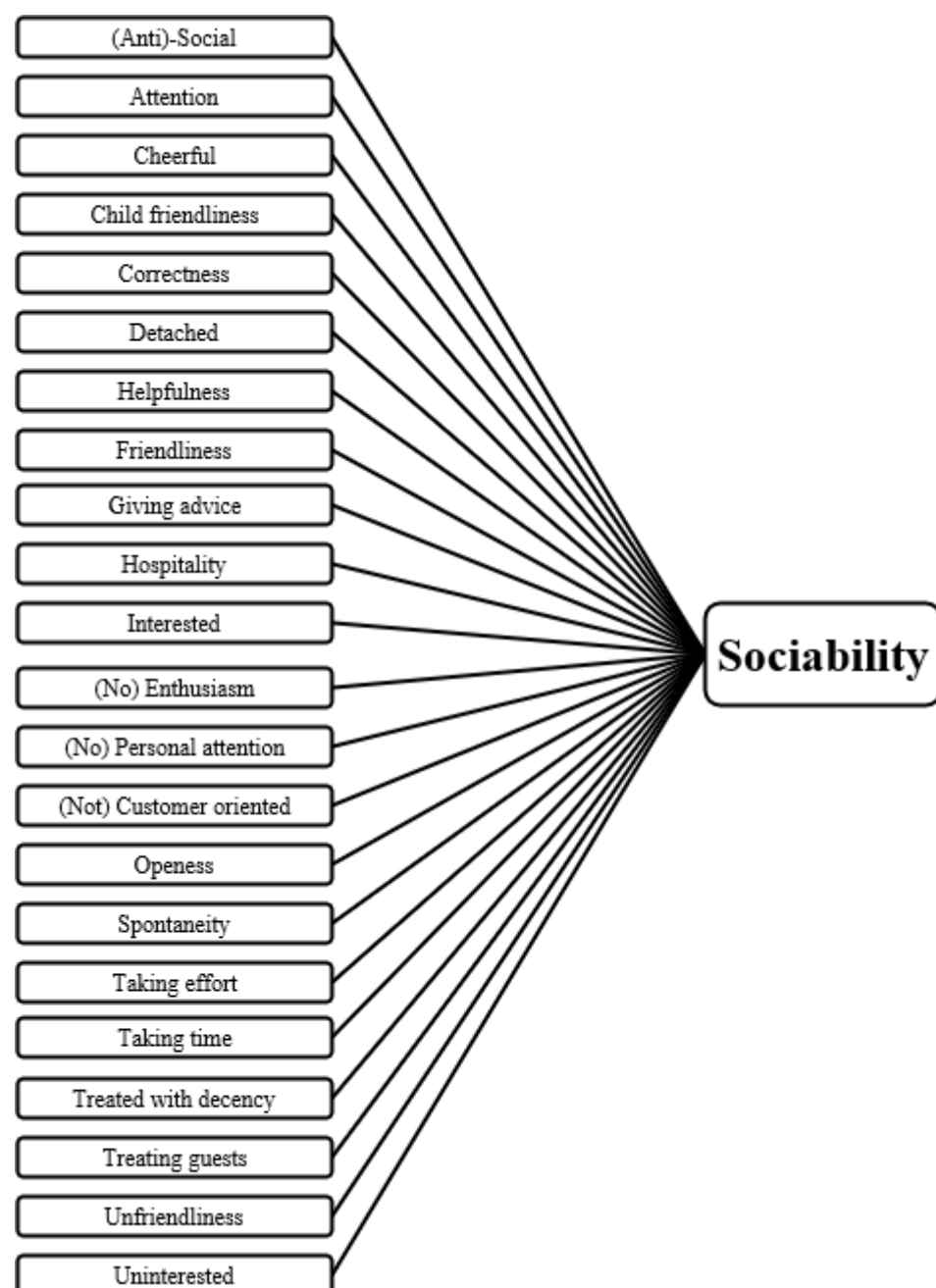
[50] "Ik vind de Engelsen over het algemeen heel behulpzaam volk. Dat begon al op het vliegveld, dat ze uitleggen waar alles te vinden is. De twee gastheren van het hostel waren ook zo, de uitbaters van kroegen ook. Dat je Nederlands bent, vinden ze ook altijd wel leuk. Ze tonen echt interesse, waar komen jullie vandaan en wat komen jullie hier doen?"

[74] "Ja het vormt een geheel maar ik denk ook dat het komt door eh, door de bedrijfscultuur want de maatschappij waarmee wij vlogen eh van dezelfde herkomst eigenlijk als de hotels en de mensen waarbij wij ook terecht kwamen. Dus ik denk dat dat wel ze wel een groter geheel vormen".

[81] "Ja. Voor de rest bijvoorbeeld het personeel bij de uber en het vliegen bijvoorbeeld sluit ook goed bij elkaar aan. Maar dat komt gewoon door dat het in chronologische volgorde is. Dat is een chronologische stap in mijn reisproces zeg maar".

[90] "Omdat ik geen idee heb hoe ik daar zeg maar een verband tussen zou moeten zien. Voor mij zijn het zeg maar ja losse dienstverleners die allemaal hun ding op hun eigen manier doen".

Appendix 9. Code trees

The image shows a code tree diagram. On the left is a vertical list of boxes, each connected by a line to a single box labeled "Sociability" on the right.

The boxes on the left contain:
- (Anti)-Social
- Attention
- Cheerful
- Child friendliness
- Correctness
- Detached
- Helpfulness
- Friendliness
- Giving advice
- Hospitality
- Interested
- (No) Enthusiasm
- (No) Personal attention
- (Not) Customer oriented
- Openess
- Spontaneity
- Taking effort
- Taking time
- Treated with decency
- Treating guests
- Unfriendliness
- Uninterested

Sociability

Branding	
Corporate culture	
Goal of the service provider	**Service provider identity**
Profit oriented	
Type of employee	

Chronological order	
Complementing each other	
Goal of the service	
Length with service provider	
Logical order	
Loose parts	**Service design**
Nature of the service	
Nature of the service provider	
Necessity of the touchpoints	
Place of contact moments	
Typical city trip services	

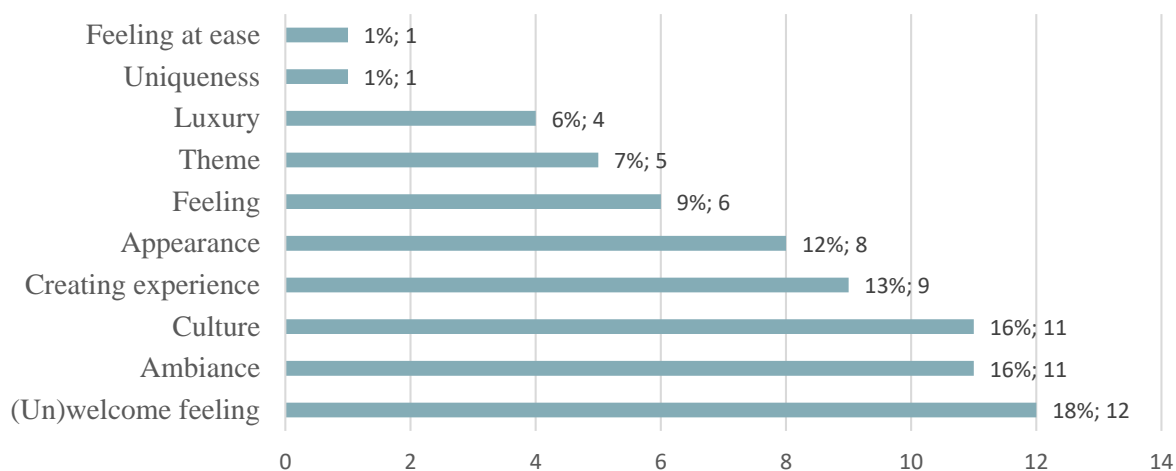|	
Coordinated touchpoints	
Coordinated transport	
Efficiency	
Organized	
Preparation	**Coordination**
Problem solving	
Providing information	
Smooth touchpoints	
(Un)clarity	
Waiting time	

Appendix 10. Relative weight of codes per dimension

Consistency in impression

Category	Value
Feeling at ease	1%; 1
Uniqueness	1%; 1
Luxury	6%; 4
Theme	7%; 5
Feeling	9%; 6
Appearance	12%; 8
Creating experience	13%; 9
Culture	16%; 11
Ambiance	16%; 11
(Un)welcome feeling	18%; 12

(x-axis: 0, 2, 4, 6, 8, 10, 12, 14)

Consistency in sociability

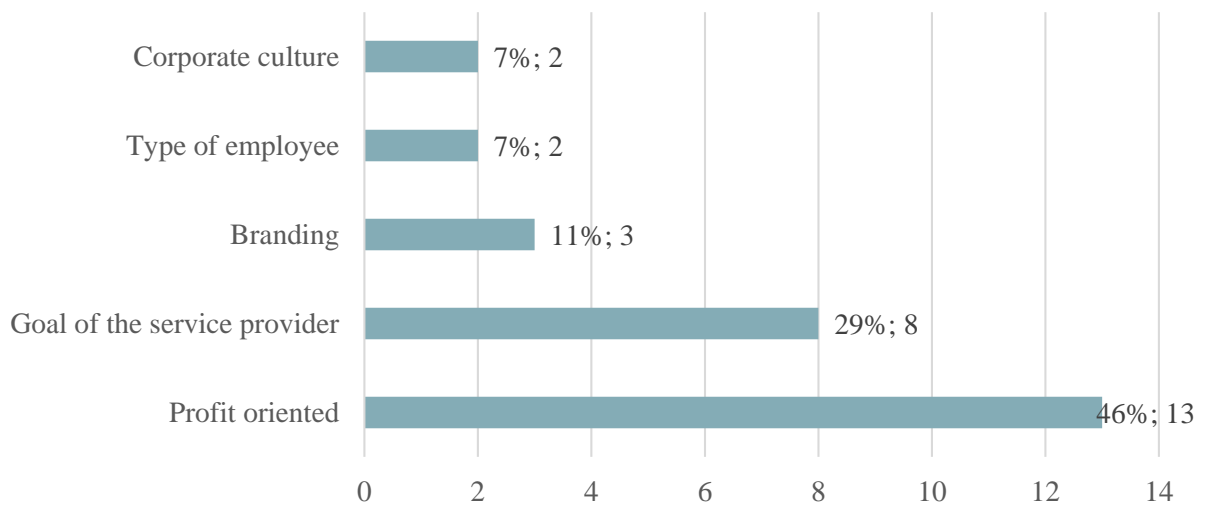| Category	Value
Treated with decency	0%; 1
Child friendliness	0%; 1
Spontaneity	1%; 2
Detached	1%; 2
Attention	1%; 2
Cheerful	1%; 3
(No) Enthusiasm	3%; 6
(Un)Interested	3%; 6
Correctness	3%; 7
Giving advice	4%; 8
Taking effort	4%; 8
Openness	4%; 8
(Anti) social	4%; 10
(No) personal attention	5%; 11
Treating guest	5%; 12
(Not) customer oriented	7%; 15
Taking time	7%; 15
Hospitality	7%; 15
Helpfulness	15%; 35
(Un)Friendliness	26%; 60

(x-axis: 0, 10, 20, 30, 40, 50, 60, 70)

Consistency in form of communication towards the customers

Category	Value
Length of interaction	2%; 1
Communication channel	3%; 2
Superficial contact	3%; 2
Intensity of interaction	12%; 8
Communication	15%; 10
Language	65%; 42

(x-axis: 0, 5, 10, 15, 20, 25, 30, 35, 40, 45)

Consistency in service provider identity

Category	Value
Corporate culture	7%; 2
Type of employee	7%; 2
Branding	11%; 3
Goal of the service provider	29%; 8
Profit oriented	46%; 13

(x-axis: 0, 2, 4, 6, 8, 10, 12, 14)

Consistency in service design

Category	Value
Logical order	1%; 1
Place of contact moment	3%; 2
Length with service provider	3%; 2
Chronological order	4%; 3
Complementing each other	5%; 4
Loose parts	6%; 5
Necesity of touchpoints	8%; 6
Typical city trip services	9%; 7
Nature of service provider	10%; 8
Goal of the service	14%; 11
Nature of service	37%; 29

(Horizontal axis: 0, 5, 10, 15, 20, 25, 30, 35)

Consistency in coordination

Category	Value
Preperation	2%; 1
Coordinated transport	3%; 2
Organized	5%; 3
Providing information	6%; 4
Problem solving	9%; 6
Waiting time	11%; 7
Efficiency	12%; 8
Smooth touchpoints	15%; 10
Coordinated touchpoints	15%; 10
(Un)Clarity	22%; 14

(Horizontal axis: 0, 2, 4, 6, 8, 10, 12, 14, 16)

Consistency in service value

Category	Value
Standards	1%; 1
Service expectations	1%; 1
Assessment criteria	1%; 1
Exceeding expectations	5%; 5
Quality	6%; 6
Value for money	12%; 11
Living up to expectations	14%; 13
Price	18%; 17
Service level	20%; 19
Valence	21%; 20

(Horizontal axis: 0, 5, 10, 15, 20, 25)

84

Appendix 11. Relative weight of the dimensions of touchpoint consistency

Dimension	Value
Service provider identity	4%; 28
Coordination	10%; 65
Communication towards the customers	10%; 65
Impression	11%; 68
Service design	12%; 78
Service quality	15%; 94
Sociability	36%; 227

(Horizontal axis: 0, 50, 100, 150, 200, 250)

Appendix 12. Not included codes in the dimensions

Excluded code	# of time code is used
(Not) tourism minded	23
Importance of the service	11
Personality of employees	11
Enjoying guests	10
Approach	9
Responding to needs	7
Purpose	5
Treated as a tourist	5
Formal communication	5
Pleasure in work	5
Pride	3
Attitude	2
Professionality	2
Target audience	2
Kind of information needed	2
Educational	1
Comfort	1
Adaptability	1
Grateful	1
Sincerity	1
Taking serious	1
Kind of contact	1
Standardness	1
Story	1
Accessible	1
Emotionless communication	1
Optionality	1
No children infrastructure	1
Price sensitive	1
Status	1

Appendix 13. Extended correlation matrix

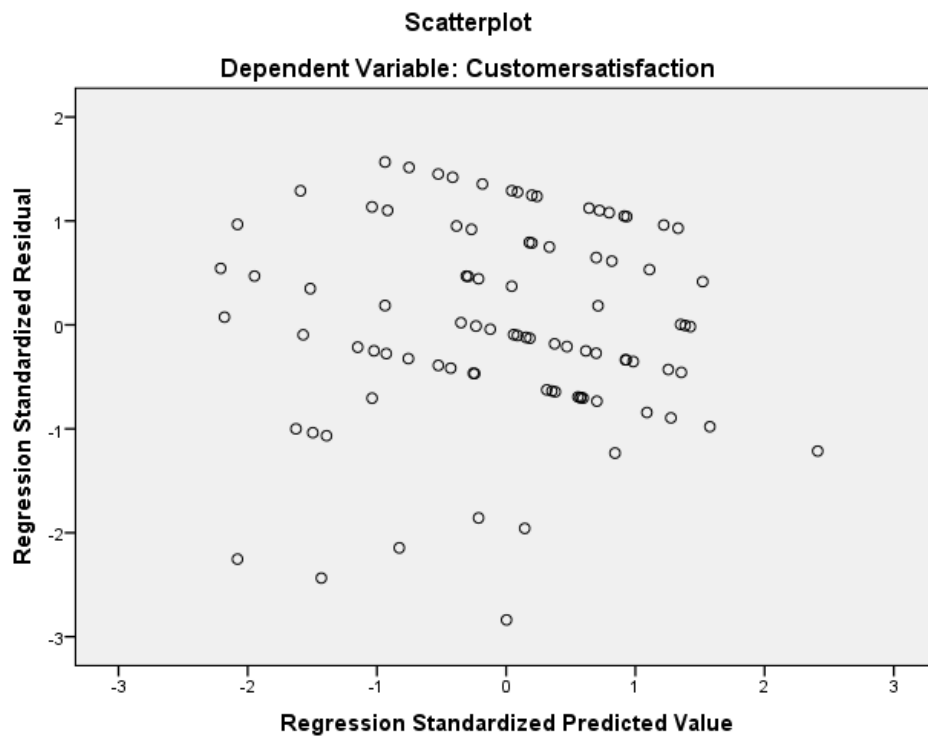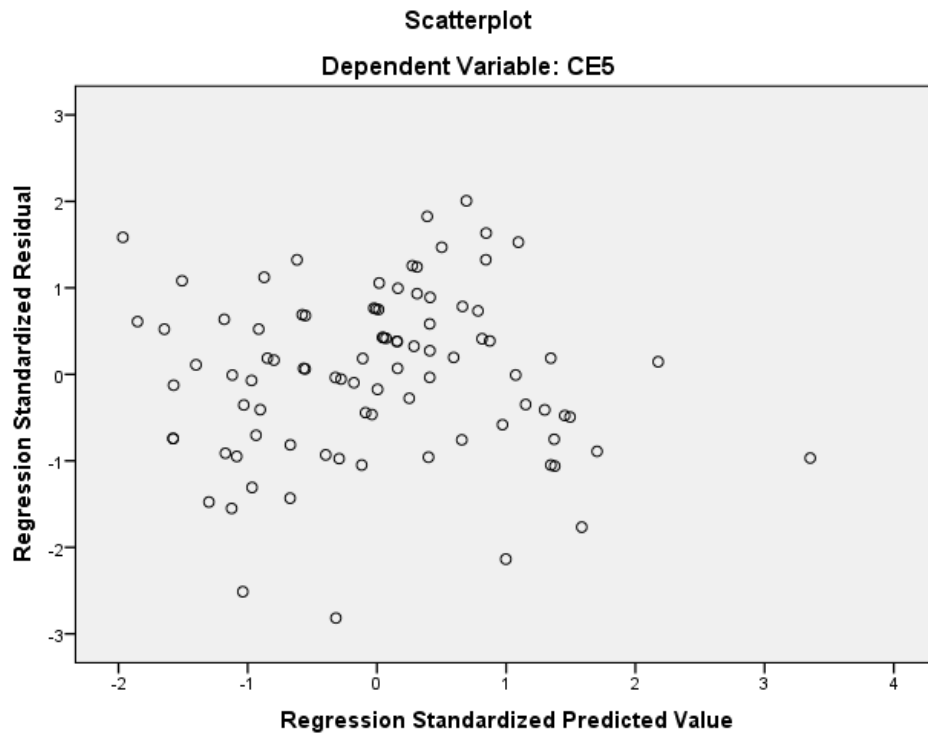|	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15	16
1. Customer experience 1	1,00															
2. Customer experience 2	,245*	1,00														
3. Customer experience 3	,430**	0,06	1,00													
4. Customer experience 4	,397**	0,16	0,21	1,00												
5. Customer experience 5	,508**	,228*	,400**	,303**	1,00											
6. Average customer satisfaction	,417**	0,20	,348**	0,10	,379**	1,00										
7. Touchpoint Consistency	-0,05	-0,08	-0,06	-0,04	0,06	,230*	1,00									
8. Age	0,08	0,07	0,05	0,17	0,19	0,06	0,13	1,00								
9. Gender	-0,06	-,215*	-0,03	0,05	-0,09	-0,10	-0,15	0,07	1,00							
10. Education	0,05	-0,01	-0,05	-0,08	0,14	0,05	0,14	0,13	-0,17	1,00						
11. Length city trip	,344**	-0,01	0,20	0,16	,297**	0,12	0,04	0,08	-0,08	0,20	1,00					
12. Special occasion	-0,04	0,13	-0,09	0,03	0,13	0,06	-0,01	-0,20	0,20	-0,07	-0,05	1,00				
13. Booked dummy 1	-0,14	-0,06	-0,08	-0,13	0,03	-0,03	0,02	0,11	0,01	0,09	0,13	0,04	1,00			
14. Booked dummy 2	-0,02	0,09	0,05	0,06	-0,02	0,02	-0,03	0,01	-0,14	-,245*	-0,09	-0,16	-,590**	1,00		
15. Spent	,270**	0,09	0,01	-0,06	-0,03	-0,04	-0,10	0,12	-0,01	0,12	,316**	-0,17	-0,15	0,18	1,00	
16. Total # of touchpoints	,249*	0,15	,223*	0,07	,249*	-0,01	-0,13	0,07	-0,04	-,244*	,314**	0,02	-0,14	0,11	,285**	1,00

Note. *< .05; ** < .01

Appendix 14. Quantitative analysis output

Appendix 14.1: ZResiduals vs. ZPredicted of touchpoint consistency and the different constructs of customer experience and customer satisfaction

Scatterplot

Dependent Variable: CE3

Scatterplot

Dependent Variable: CE4

Scatterplot
Dependent Variable: CE5

Scatterplot
Dependent Variable: Customersatisfaction
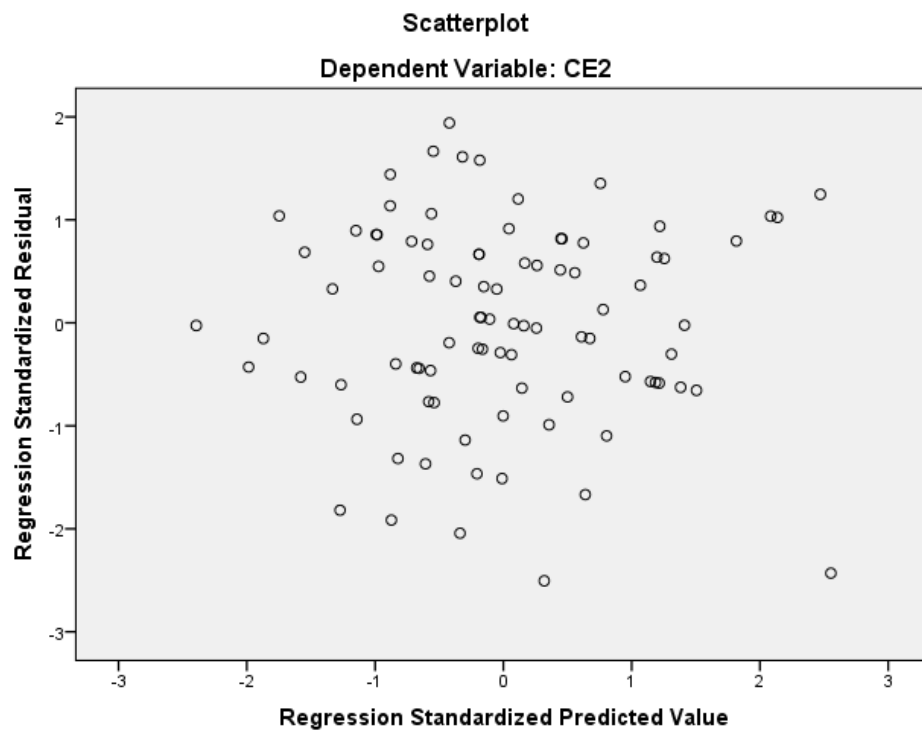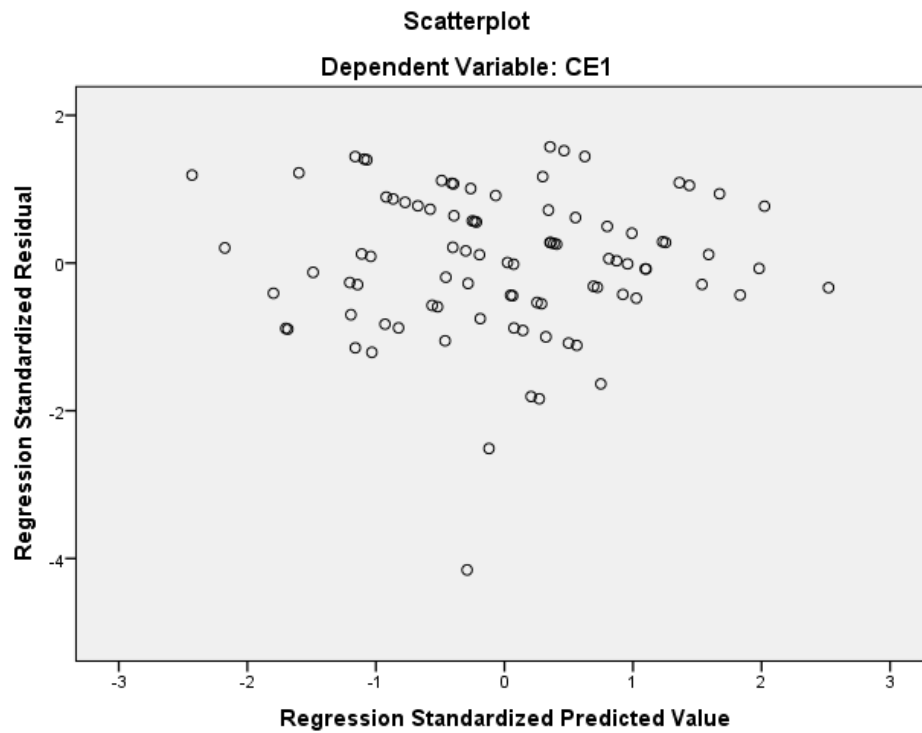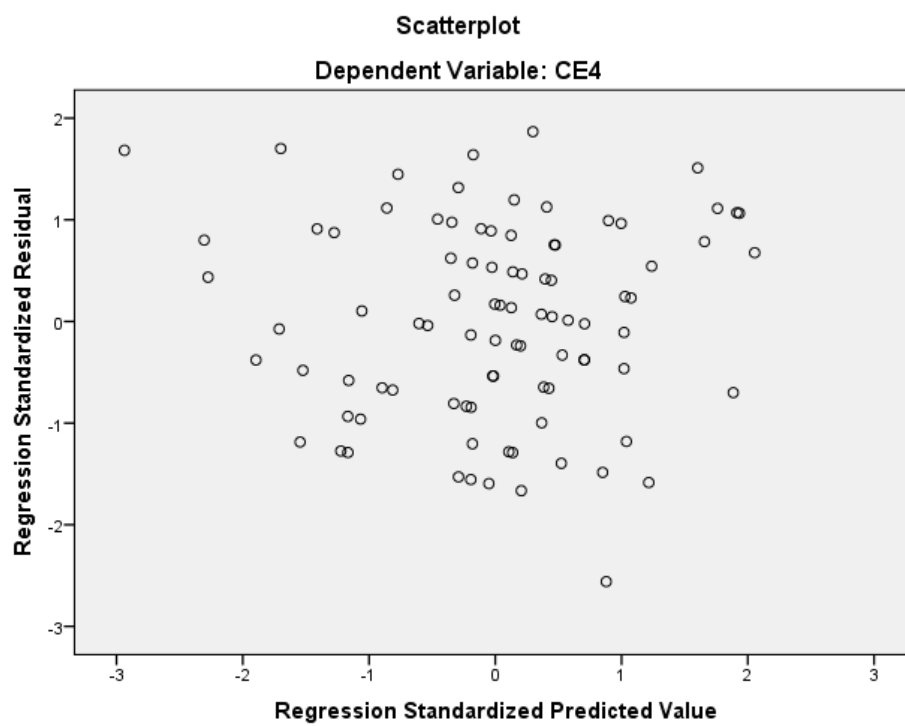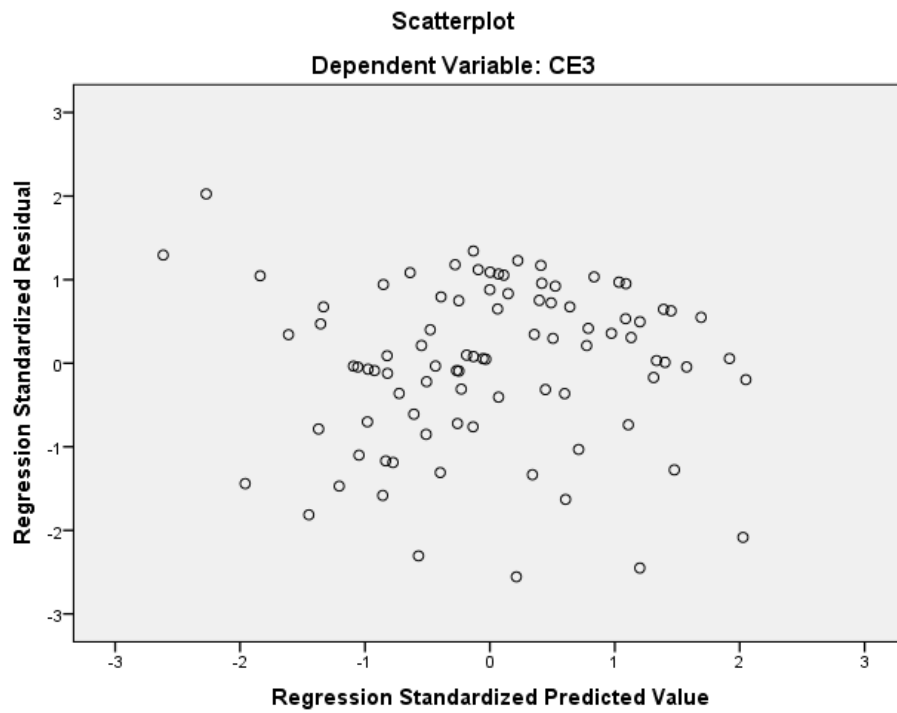
Appendix 14.2: Residual statistics

Residual statistics with dependent variable customer experience 1

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4,7462	6,5911	5,6519	,37255	90
Residual	-3,21039	1,21603	,00000	,74170	90
Std. Predicted Value	-2,431	2,521	**,000**	**1,000**	90
Std. Residual	-4,155	1,574	,000	,960	90

Residual statistics with dependent variable customer experience 2

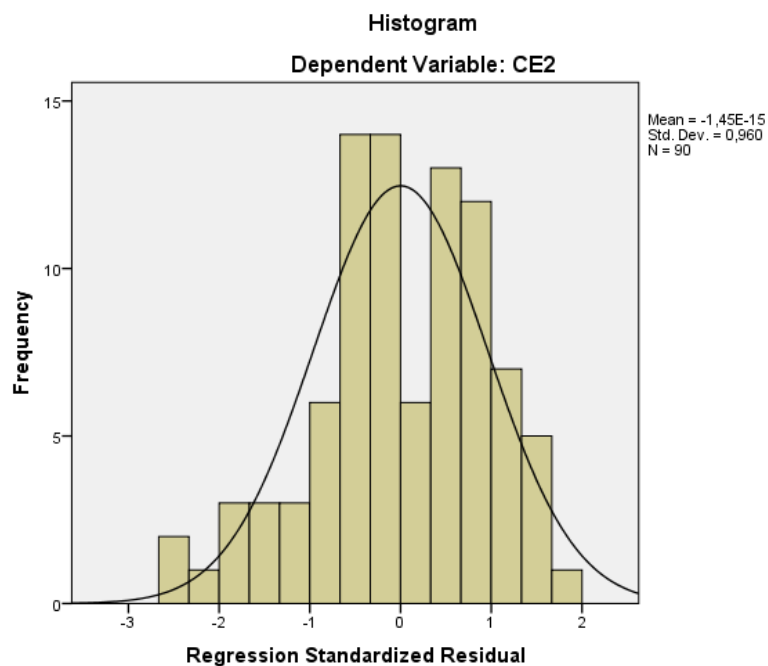|	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4,3619	5,6575	4,9889	,26190	90
Residual	-2,73899	2,12142	,00000	1,04932	90
Std. Predicted Value	-2,394	2,553	**,000**	**1,000**	90
Std. Residual	-2,505	1,941	,000	,960	90

Residual statistics with dependent variable customer experience 3

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	4,4626	6,2336	5,4556	,37969	90
Residual	-3,03602	2,40674	,00000	1,14038	90
Std. Predicted Value	-2,615	2,049	**,000**	**1,000**	90
Std. Residual	-2,555	2,026	,000	,960	90

Residual statistics with dependent variable customer experience 4

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,1335	5,0498	4,2611	,38388	90
Residual	-3,59855	2,62458	,00000	1,34915	90
Std. Predicted Value	-2,937	2,054	**,000**	**1,000**	90
Std. Residual	-2,560	1,867	,000	,960	90

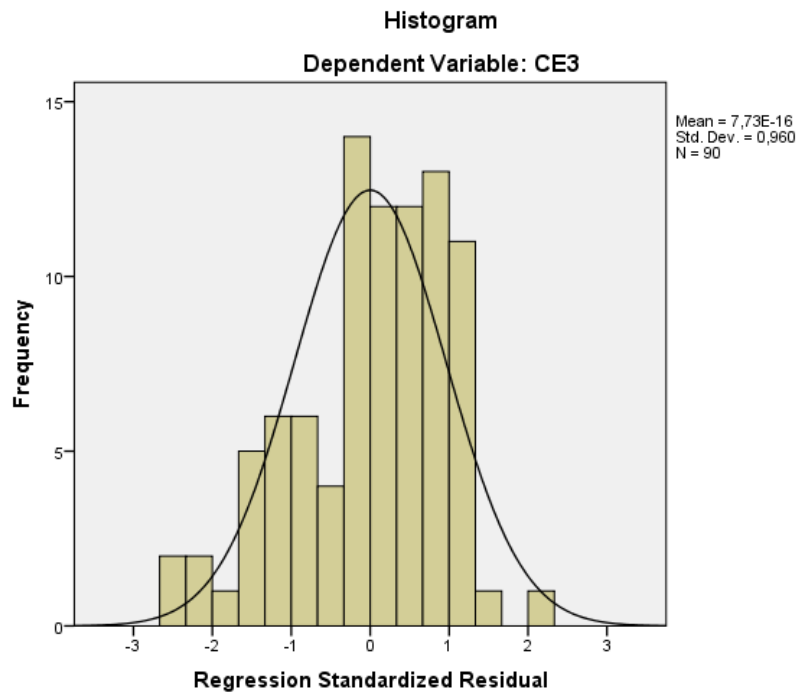*Residual statistics with dependent variable customer experience 5*

	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	3,6232	6,0451	4,5185	,45535	90
Residual	-3,04079	2,16622	,00000	1,03626	90
Std. Predicted Value	-1,966	3,353	**,000**	**1,000**	90
Std. Residual	-2,817	2,007	,000	,960	90

Residual statistics with dependent variable customer satisfaction

|	Minimum	Maximum	Mean	Std. Deviation	N
Predicted Value	5,6062	6,5459	6,0556	,20340	90
Residual	-2,05618	1,13512	,00000	,69541	90
Std. Predicted Value	-2,209	2,411	**,000**	**1,000**	90
Std. Residual	-2,838	1,567	,000	,960	90

Appendix 14.3: Histograms of residuals of touchpoint consistency and the constructs of customer experience and customer satisfaction

Histogram
Dependent Variable: CE1

Mean = 7,23E-16
Std. Dev. = 0,960
N = 90

Histogram
Dependent Variable: CE2

Mean = -1,45E-15
Std. Dev. = 0,960
N = 90

Histogram
Dependent Variable: CE3

Mean = 7,73E-16
Std. Dev. = 0,960
N = 90

Histogram
Dependent Variable: CE4

Mean = 2,27E-16
Std. Dev. = 0,960
N = 90

Histogram

Dependent Variable: CE5

Mean = -8,03E-16
Std. Dev. = 0,960
N = 90

Histogram

Dependent Variable: Customersatisfaction
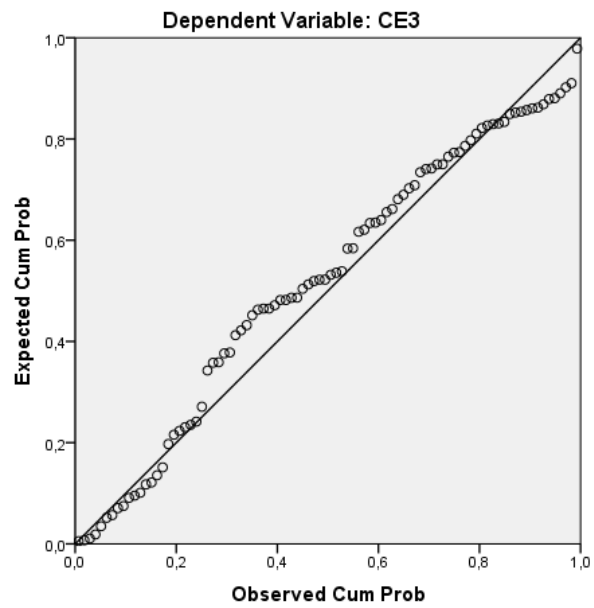

Mean = -1,86E-15
Std. Dev. = 0,960
N = 90
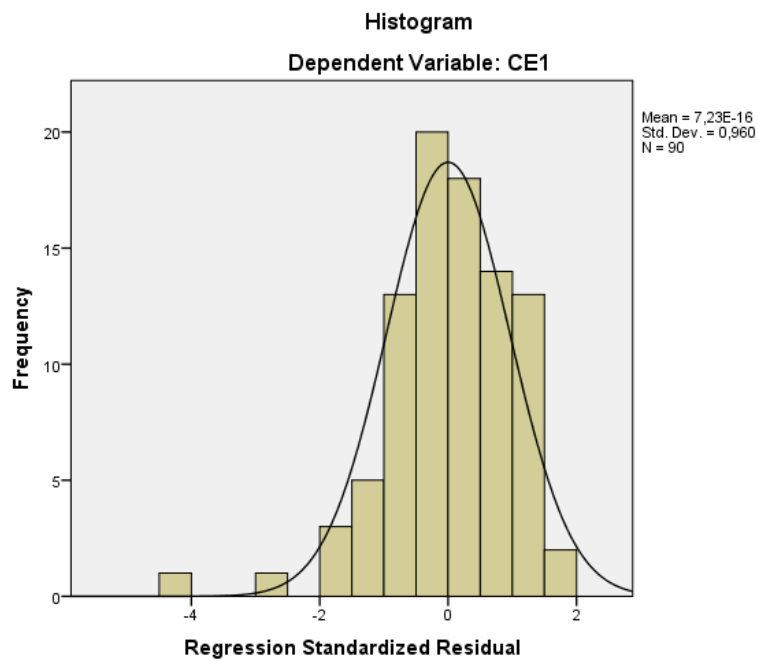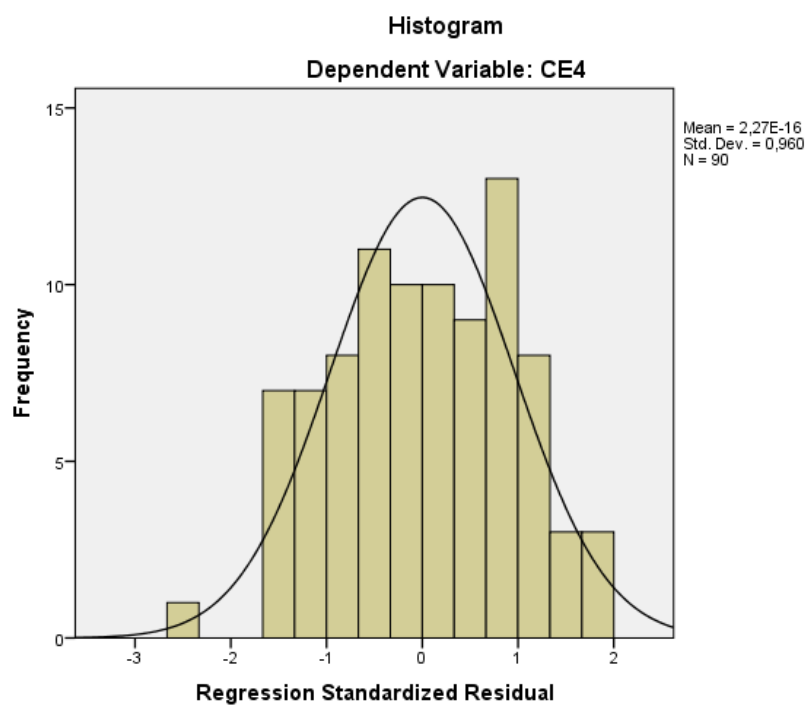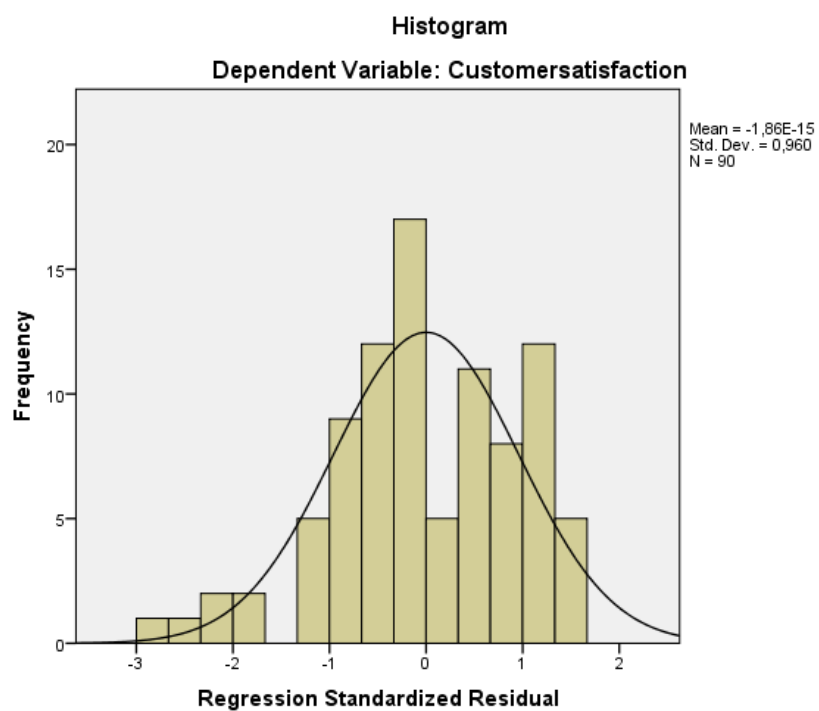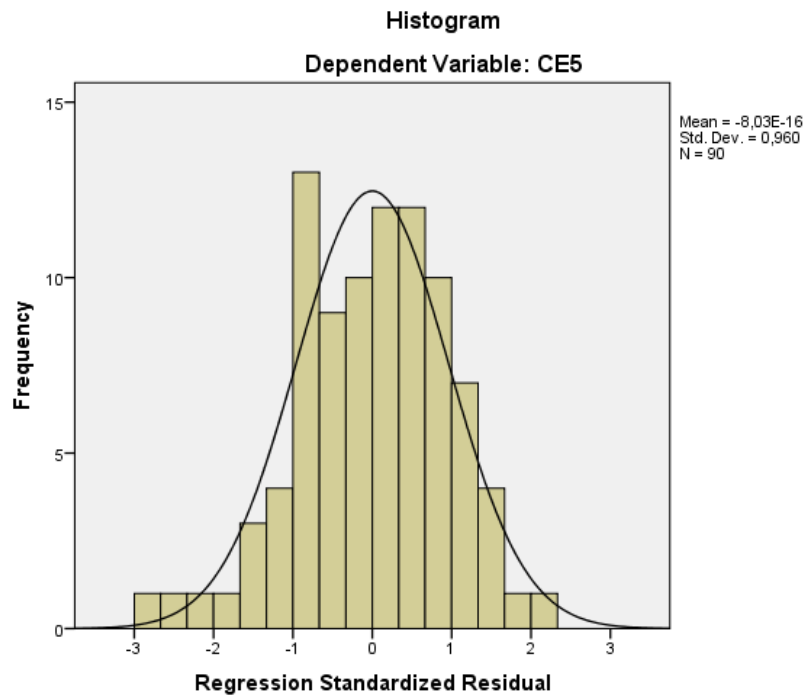
Appendix 14.4: Normal probability plots of touchpoint consistency and customer experience and touchpoint consistency and customer satisfaction
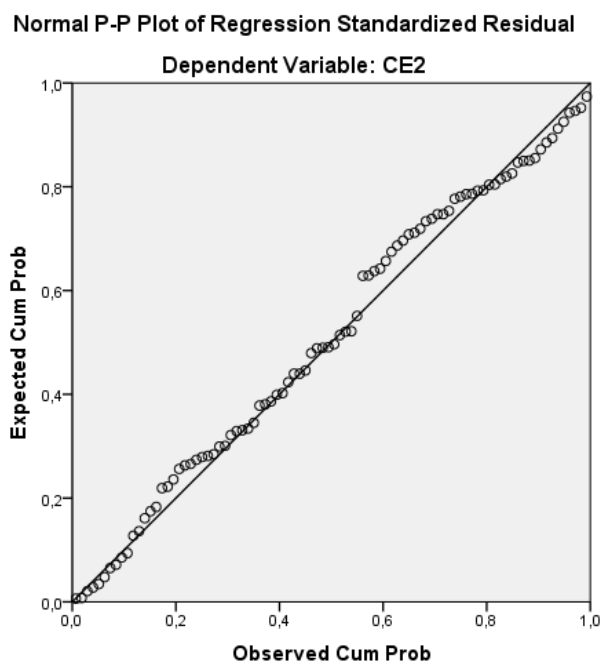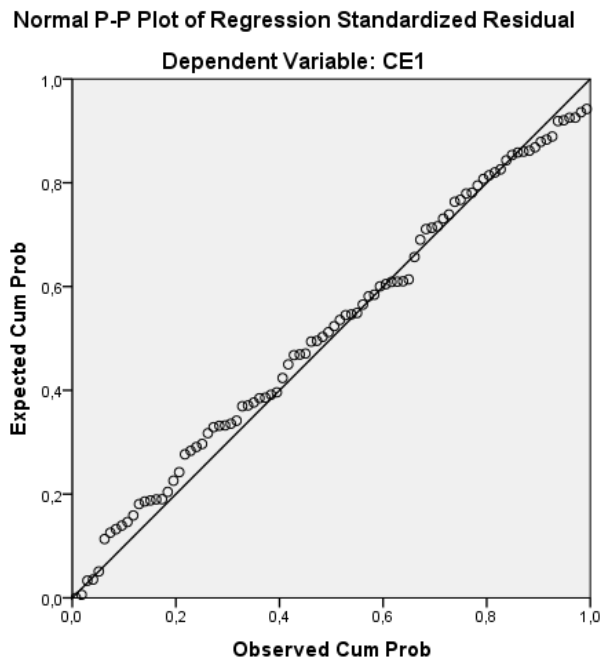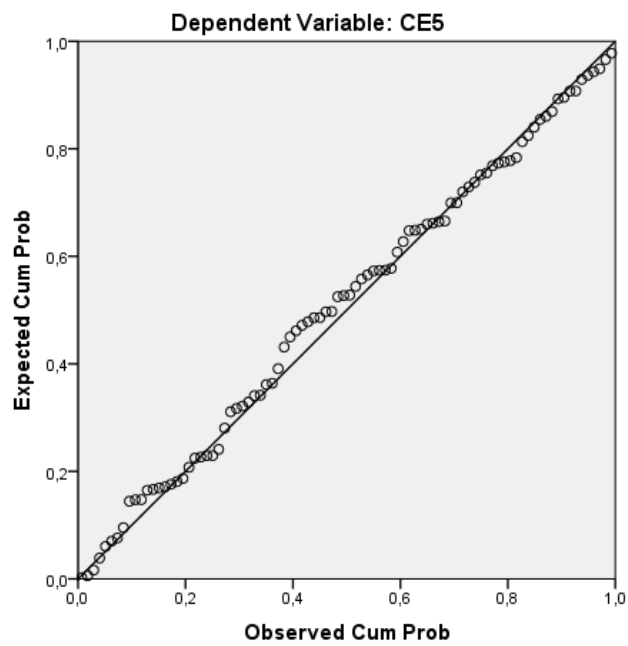

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: CE1

Normal P-P Plot of Regression Standardized Residual
Dependent Variable: CE2

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: CE3

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: CE4

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: CE5

Normal P-P Plot of Regression Standardized Residual

Dependent Variable: Customersatisfaction
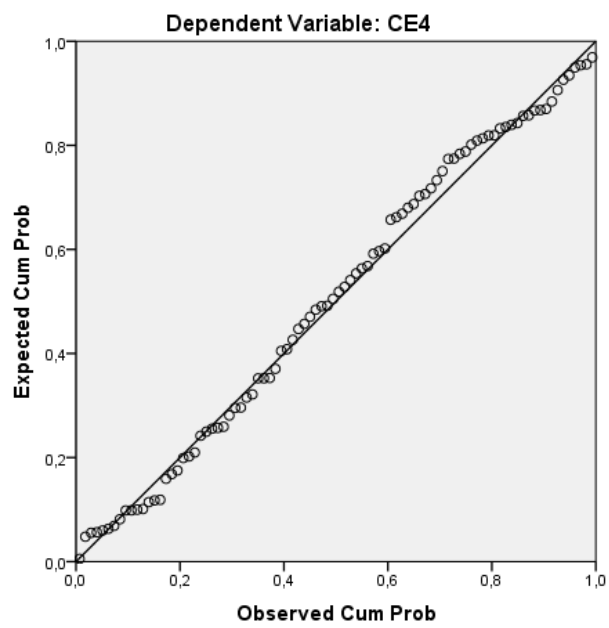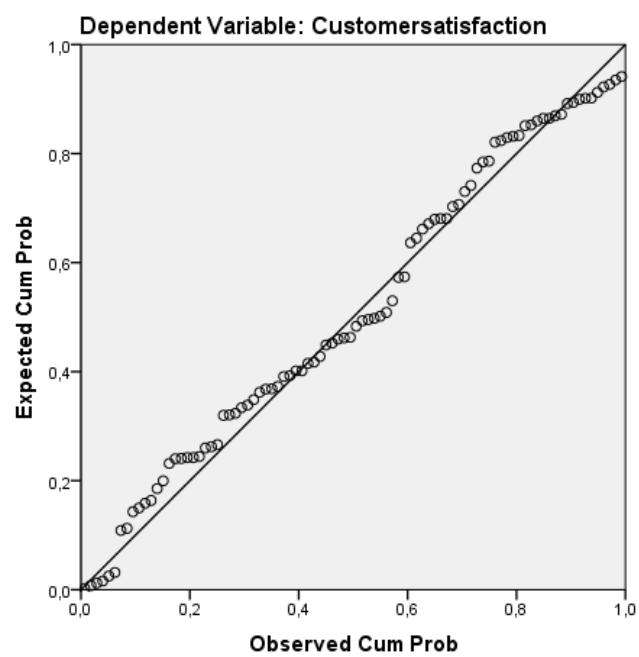
Appendix 14.5 Shapiro-Wilks test for the constructs of customer experience and customer satisfaction

Customer Experience 1

	Statistic	df	*p*
Unstandardized Residual	,941	90	,000
Standardized Residual	,941	90	,000

Customer Experience 2

	Statistic	df	*p*
Unstandardized Residual	,979	90	,166
Standardized Residual	,979	90	,166

Customer Experience 3

	Statistic	df	*p*
Unstandardized Residual	,955	90	,003
Standardized Residual	,955	90	,003

Customer Experience 4

	Statistic	df	*p*
Unstandardized Residual	,980	90	,190
Standardized Residual	,980	90	,190

Customer Experience 5

	Statistic	df	*p*
Unstandardized Residual	,986	90	,469
Standardized Residual	,986	90	,469

Customer Satisfaction

	Statistic	df	*p*
Unstandardized Residual	,959	90	,006
Standardized Residual	,959	90	,006

Appendix 14.6: Collinearity Statistics

Model		Collinearity Statistics	
		Tolerance	VIF
1	(Constant)		
	Overall Touchpoint Consistency	1,000	1,000
2	(Constant)		
	Overall Touchpoint Consistency	,965	1,037
	How long was the city trip	,789	1,268
	Special occasion dummy	,943	1,061
	Booked dummy 1	,629	1,590
	Booked dummy 2	,626	1,599
	Spent dummy	,801	1,248
	Total number of touchpoints	,819	1,220