



## **Introduction**

SJP A/S is a management consulting firm that offers advisory services to large and medium sized businesses and organizations in both the private and public sectors. They provide solutions for the largest Danish companies and also operate globally. SJP is following a business model focused on consultancy services, functioning as a pure consultancy firm.

## **History**

Stig Jørgensen established the firm in 1988 under the name Stig Jørgensen & Partners. The company prime focus in the beginning was working with service management with a specific focus on customer satisfaction and service development. During the 1990-ties SJP primarily focused on working with loyalty analysis and had its unique selling position on what made customers loyal. Around the millennium in cooperation with the “Niels Bohr Institute” SJP developed an advanced programme called Forespring TM loyalty simulator and build a web based analysis solution. SJP started to provide consultancy services working with neural network technology. They realized that loyalty analysis at that point in general were to shallow. They tried to refine these analyses and make them even more advanced; the goal was that SJP would gain a higher validity and knowledge, when recommending solutions for organizations. After the millennium SJP has primarily focused on providing solutions on the correspondence between customer loyalty, employee loyalty and management quality. Earlier these three things were divided in the different divisions in organizations and now SJP tries to put these elements together in an integrated service. In the late 2000s SJP’s focus has moved away from analyzing loyalty through a “Customer Relationship Management “ (CRM) perspective to instead focussing on experiences in a Customer Experience Management (CEM) perspective, through a mapping of the customers journey and an analysis of the touch points the customers have with the organisation.

## **Services**

SJP offers a wide range of services in providing customer surveys, employee surveys and leadership surveys. Their main focus is on two different aspects called “Decision Support”, “Customer Experience Management” (CEM) and Employee Engagement Surveys.

### **Decision Support**

SJP A/S offers services that help clients exploit the knowledge that can be accessed from customers, employees and managers. This Knowledge is gained by providing customer, employee and manager surveys and give companies a deeper insights and understanding of these variables. This will ensure the right strategic decisions that will result in an enhanced competitiveness. Top management can rely on Decision Support to provide survey and analysis results that can be applied when making business-related decisions to improve the company's bottom line.

The first phase in Decision support is to listen to customers, what the clients believe and gathering data. The next phase is gathering internal data concerning segmentation, profitability; about how the client’s customer performs and which customers are the main focus. These data are then analyzed and SJP start to involve the top management in workshops and what strategic solutions can be drawn from the findings of the analysis. Then SJP will help implement new strategic initiatives moving on to the middle management area in each division. SJP argues that the top management has to be involved in the process and if it would just have been outsourced to an analysis institute by a middle manager, each division would not work together and a corporate strategy would not be the same through out the division. Decision Support is strategic consulting that goes all the way from finding the problems, analyzing opportunities to implementing solutions. SJP is never leaving the client with “just” a consultancy report and then moving on to a new project, but is instead very concerned and focused about implementing the findings and helping the management in this process.

## Decision Support model



[www.SJP.dk](http://www.SJP.dk)

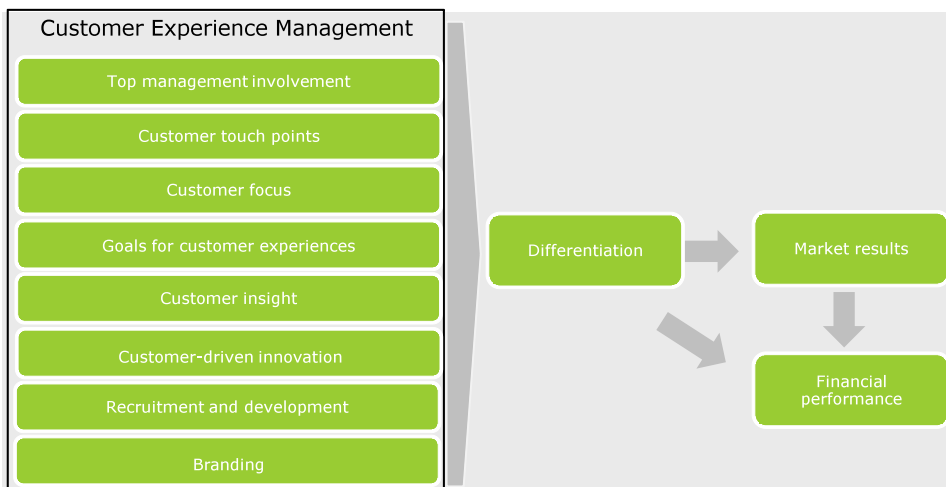
## Customer Experience Management

Customer Experience Management builds on the core belief that differentiation is the prime source of competitive advantage. The sharper your differentiation, the greater advantage you will get. Revenue is no longer based on performing a valuable task to a customer, but on doing it different than competitors, taking customer needs into account and giving the customers differentiating experiences. Recent research studies conducted by SJP in collaboration with Copenhagen Business School shows that improved differentiation leads to significantly improved market results, including customer loyalty and profitable customer behavior.

Other firms have worked with customer satisfaction analysis, but CEM works more on what experiences organizations need to give customers to access satisfaction. The CEM analysis starts by looking at what is called a “customer journey”; where is the organization in contact with its customers. This is the framework for analyzing loyalty and how the company differentiates from its

competitors. What feelings is it the customer should experience after being in contact with the company. Each “touch point” needs to be analyzed, and accessed to look for opportunities of improvement. The model below shows how the CEM process works and how the focus is on the emotional experiences analyzed, which will create differentiation and positives economic outcomes on both market performance and financial performance.

### Customer Experience Management model



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*Return on Customer Experience Management: A Study of Customer Experience Management in Danish Companies. Results of a Research Project.* Hørsholm: Stig Jørgensen SJP

### Corporate culture

SJP are determined to remain at the forefront of their profession. They therefore regularly engage in a wide range of professional development projects and enjoy close, ongoing working relations with a network of professors at Copenhagen Business School and other relevant institutions.

SJP focus on giving customer tailored surveys and analysis to each organization based on best practices. It is therefore very important for SJP to share knowledge internally through out the organization. There is a high focus on describing the cases that have been done, these cases is used internally to learn from each other and on a external level to show new clients what value SJP have given to organisations on prior projects.

## **Clients**

SJP's first element in gaining clients is in an inspiration phase with the help of newsletter, but primarily SJP gets their clients through conferences, where SJP invites possible clients and network in this way. You can say that SJP tries to educate the market and educate potential customers. SJP's clients are primarily in the private sector in both B2C and B2B markets. SJP has an extensive client database and they seek to have as wide and positive network as possible e.g. former Clients do lectures about SJP at their conferences. They also focus on doing a follow up on former projects and have a very high focus on client retention.

## **Cooperation with CBS**

SJP has had a long and good relationship with Copenhagen Business School and the Niels Bohr institute in doing research on new trends in customer loyalty. The cooperation with Copenhagen Business School has lasted for more than 15 years and has been proactive in giving the researchers at Copenhagen Business School information about how corporate clients look at different trends and hereby being a link between the educational and corporate world. SJP partners also do guest lectures and works as examiners in some cases. For SJP this also gives a high legitimacy and if a client needs a specific expert, SJP contacts Copenhagen Business School who provide perhaps knowledge or expertise, which SJP might not have or needs to elaborate on.

## **Prices won**

In 2010 SJP A/S' cooperation with Enemærke & Petersen "building contractors involving customer and employee loyalty" won the 2010 Danish Management Award for Strategy and Business Development. DMR (The Danish Management Board) introduced The Danish Management Award in 2002, which is presented in cooperation with "*Berlingske Nyhedsmagasinet*". The award is based on a concept developed and implemented by DMR's UK sister organization The Management Consultants Association.

**Sources:**

<http://www.sjp.dk/>

Interview: Stig Jørgensen (CEO) & Peter Jensen (Partner), 2011.11.11.

Return on Customer Experience Management: “A Study of Customer Experience Management in Danish Companies”. Results of a Research Project. Hørsholm: Stig Jørgensen SJP