

Attachment 1: Transcription of the in-depth interview

Question	Answers
<p>1. Which customer/segments /industries do your company target?</p>	<p>COMPANY A: We target Norwegian-owned [REDACTED] because that is where we have expertise. I need to point out that, when you start a company, you start with what you are good at, and Then you "look" for the customer as it suits your expertise.</p> <p>COMPANY E: We have chosen these customers because we know they have sophisticated needs. We decided that there are two target groups not to concentrate on, they are price seekers (always looking for the cheapest offer), the passive nor the core target group they often do not care about (they will not be hit by our value message, one should pay more, but then you should also get more). Partner seekers and one-stop-shoppers: targeting them, knowing they need our value propositions and services, selecting four industries based on these two target groups: [REDACTED] [REDACTED]</p> <p>COMPANY F: We have a lot of regular/loyal customers. So we create a relation to a firm or a human. But the new trends are that companies are shopping around a bit. We choose these customer/market/industries because it is anchored in the strategy. 1. Where we have competencies and specialists. 2. Want well-known and large customers in our portfolio.</p>

Our market definition is anchored in the company's strategy. Additionally, our expertise and a desire for well-known and large customers in our portfolio.

COMPANY G:

Company G is a bank that embraces everyone, not a niche, an extensive range of customers, from the smallest companies (sole proprietorship) to the largest international companies.

It is difficult to set up a fixed marketing strategy because we have so many customers with so many different needs. The B2B market in [REDACTED] is segmented by either size and/or industry (own segmentations on shipping/seafood, etc.). Size can be quite misleading; those of the same size do not necessarily have the same needs; therefore, complexity

Complexity (what controls how we communicate with customers, how complex their needs are, what they need). It can be a very small company that operates very internationally with complex needs with currencies and can have the same size as just running an accounting firm. Looking at the complexity of a company is something we always look at/consider.

Not one person we need to convince; it is several decision-makers. That is why role comes in as a segmentation variable - who are we talking to, we are talking to more people, but who are we first and foremost we will talk to (CEO, CFO, CFO, general manager, CTO, etc.)

We also segment based on the type of companies that are strategically important for our company. For example, we invest in Startups that are strategically important to us as

	<p>they are the future. Strategic significance for Company G, some companies fall between all these chairs, and maybe we do not make money on them today. It can be challenging to see if they survive at all (startups), but they are strategically important because they are the future.</p> <p>Segments that these are industries or types of companies that are strategically important.</p> <p>As a marketer, I always think, wherein the customer journey are they - how far have they come in their journey (do we have to talk in general that we are a bank that can deliver most or can we go straight to conversions). Aimed at the entire Market</p> <p>COMPANY J: globally we target the big five, lab customers, study customers/research customers, patients/consumers, and distributor segment</p>
<p>2.Can you tell us about how your company segments customers/markets/industries?</p>	<p>COMPANY A: 5 Levels of segments: We start by making an industry/consumer categorization of the Market. Creates different categories that customers would use; pharmacy, optician, sports, and furniture stores.</p> <p>Second, the competitive position the companies have in the categories. This is important because there is a difference between marketing companies that are in the # 1 position versus a challenger. Think [redacted] # 1 v.s [redacted] which is # 2. Looking at the go-to-market / distribution directly to the companies. They have different delivery systems; shop/e-commerce vs. pure e-commerce. This is because it is important to understand that there are new types of competitors in the Market: the specialists ([redacted])</p>

[redacted]) and those who are the marketing platforms ([redacted]).

Third, cluster types. Seven basic types with cluster activity in retail: Grocery, shopping malls, Nodes, The department store players, Gas station, The online retailers, Global market platforms. With this type of approach, it does not matter if you are a pharmacist or an optician because you will most likely go to a mall anyway. Looks at how it is clustered digitally or geographically.

Fourth, ownership structure. I am looking at the backs of the companies. For example, in [redacted]
[redacted]
[redacted].

[redacted] as a service provider believes it will be more important for them to use this type of approach in the future. Position yourself and create a dialogue with those who own these ownership structures.

Fifth, geographical ambition. This method is based on how ambitious they are.

It has two components: How geographically are you?

Ambitions outside Norway? And How ambitious are you?

Are you going to the stock exchange to finance your ambition?

Once we have worked through this - we come to something we call "commercial opportunity space," where we look at a combination of cluster types and "make vs. buy-questions" (which services they must outsource and which should be in-house).

COMPANY E

Segments by size, what we have always done (a bit old-fashioned). Segmentation model that everyone uses so that everyone has a common way of seeing the world.

The model segments by size, basic needs, or sophisticated needs

Basic needs:

Smallest segment 1-4 (1a): SoHo (the very smallest companies) who have very similar behavior as consumers, low commitment, and owner decide on purchasing

Segment 5-19 (1b): No frills, low commitment, basic needs, buys simple services, does not care so much about what they buy, the office manager who makes the decision
20-100 Professional basics (2): the buyer who makes the decision

101-250 Professional bidder (3): has simple needs, is of such a size that there are quite professional purchasing schemes

A large business can have fairly simple needs

Sophisticated needs:

We divide our customers between growth partner seekers and transformation partners.

Growth partner seeker (4): is looking for a partner, an advisor, Company E's core target group, willing to pay a little more for higher value, advanced needs

Transformation partner (5): those who are looking for a transformation partner.

Now starting to segment also by industry, still has a sales department that is targeted by size

SME: small department, covers up to 50, one that covers up to 10

Mid: covers up to 250

Large Enterprise: all private large seal axes,

Public sector: public, who are experts in public tenders, talk to municipality/county municipality (have customers such as the police and the defense)

Now changes the entire segmentation model to become much better at focusing on the customer's needs. We

started with four industries which are [REDACTED]. Made a description of these four of what kind of needs characterize these customers and use/test this concept in these industries and find industries that are similar to continue the concept

COMPANY F:

We sell trust/advice, dispute resolution, and transactions to all industries, but within the various industries, there are great differences when it comes to legislation/rules. Has 31 subject areas/segments [REDACTED]

[REDACTED]

Therefore, it can be said that we segment by industry and by what needs the customers have. The various industries can also be further segmented into subcategories: For example, [REDACTED]

[REDACTED]

Points out that segmentation is very need-based. Imagine a graph where you have legal disciplines on one line and industry on the other.

COMPANY G:

Customers who come in: size and capital requirements determine which segment they come in.

Do they need personal advice that is felt closely, or do you have a customer center/digital solution that you relate to?

Know your customers: a long way to go on B2B, because sitting on minimal data about customers/customer journeys (especially in finance - very strict guidelines for data collection).

We use a lot of experience to see what has worked.

The first thing we do: decide what we are looking for here, what type of campaign it should be, and the messages will

be made accordingly. It is very channel-driven on how we segment; it is the channel that decides how we segment (on Facebook, we cannot find a role, while on LinkedIn, we can say that we only want to meet director level or above).

The value proposals must fit the channels, The smallest corporate customers who serve themselves, The medium-sized corporate clients who have access to an advisor, but no specialists, The largest customers who have an entire customer team.

In size, we have 4-5 segments

The specialist theme that segments by industry: [REDACTED]

[REDACTED]
start-up and growth: a completely separate segment that must be served by completely own advisers who understand the type of companies

COMPANY J:

We use different factors

	<ul style="list-style-type: none"> • Geographical factors: what are the market potential for this area, what type of markets are of relevance for us, • Mature customers: those who already work with the microbiota. • The profile of the customers: who are they, what are the potential for this customer, • Existing customers: how much do they already buy, are they interested in buying more, can we offer them more on the service side
<p>3.Can you briefly explain your company's segmentation process</p>	<p>COMPANY A: See Q1</p> <p>COMPANY E: The whole market is in a direction to realize that one must actually put the customer in focus. The customer is the star in everything we do, previously you had the opportunity to have an offer for everyone, but our target groups are becoming increasingly demanding. They cannot be compared only with other Telecom players. They are compared with those who shop at Kolonial, hairdressers, the latest consumer experience one has.</p> <p>Customer insight, how can we get to know the customer to a much greater extent, never make decisions without knowing that this is what is important to the customer, in the past, we have developed products because we think it is a good idea, but now it is a trend where you have hypotheses about what will hit the market, but you do nothing without having tested it on the market first</p> <p>COMPANY F:</p>

	<p>See Q1</p> <p>COMPANY G:</p> <ul style="list-style-type: none"> • Everything is based on needs (for the company, the industry, the customer, and the market) (complexity of the needs) also it is developed from there, we still talk to people even if it is B2B o If they only want one account, Company G may not be the best bank for them, perhaps, because we have a device with lots of experts, so if you do not want to use it, you can probably get cheaper banking services elsewhere. • Must know our customers in the best possible way <p>COMPANY J:</p> <p>Sales and market collect market insight, read reports, desktop research leads list of new potential customers, which segments follow old customers, segments by lists, and sales history</p>
<p>4.How often do you update the company's segmentation process?</p>	<p>COMPANY A:</p> <p>This is how we have always worked. But always an ongoing process.</p> <p>COMPANY E:</p> <p>The segmentation process is continuous.</p> <p>COMPANY F:</p> <p>Continuous. Also, by recruiting the right employees.</p> <p>COMPANY G:</p> <p>We do not update the process.</p> <p>But customers flow in and out of it; if the company</p>

	<p>changes, the segmentation will also change. If they grow, they will be transferred to a new segment.</p> <p>We restructure at times, for example, that a segment must be handled/treated in a new way.</p> <p>We have always had this segmentation process.</p> <p>The smallest corporate customers who serve themselves.</p> <p>The medium-sized corporate customers who have access to an advisor, but no specialists.</p> <p>The largest customers who have an entire customer team.</p> <p>In size, we have 4-5 segments.</p> <p>Specialist theme that segments by industry: [REDACTED]</p> <p>[REDACTED]</p> <p>Start-up and growth: a completely separate segment that must be served by completely own advisers who understand the Type of companies</p> <p>COMPANY J:</p> <p>We do it far too infrequently, should start doing it twice a year, should use customer lists/lead lists</p>
<p>5. Which segmentation variables does your company use?</p>	<p>COMPANY A:</p> <p>See Q1. In addition, our "budget - how much money we intend to spend on media investments.". Important because there is a difference between being able to go full in media mix or limited. (e.g., TV or not). How much capacity do they have? Capacity for in-house? And what do they need help with?</p> <p>One criterion is whether they should have a «full package.»</p> <p>Thus, whether we should deliver only media or also the creative (advertising vs. media agency)</p> <p>In addition, we have the segmentation variable "network - do we know anyone?". Extremely important with trust and networking in B2B. People like working with someone</p>

they know. Should look at the link between segmentation and prospecting (potential customers).

COMPANY E:

Size, industry, and needs

We use a lot of surveys to see how different measures work
Also, segments on the number of locations, because a one-location company needs completely different solutions because we have a complex offer, this is because we have both telecom and datacom.

Locations = number of places/shops. It is important not to think of them like one customer since we have several locations

COMPANY F:

Industry, expert area, geographically.

[REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

Economy /size/turnover, preferably turnover of over [REDACTED]
[REDACTED].

Rejects no one, but we target the customer in this price range. Relationships. Needs: what needs the customer has

For new customers, geography, needs, and expertise are important. Then we invite the desired clients and current to seminars where we discuss what we can. For example,
[REDACTED]

	<p>COMPANY G See question 1 and 2</p> <p>COMPANY J: We look at how big the customer are, what market position they have within the area, are the company using competitors' products/services, how successful they (the customer) have been (reputation)</p>
<p>5a) How many of these variables do you actively use?</p>	<p>COMPANY A: All</p> <p>COMPANY E: All</p> <p>COMPANY F: All</p> <p>COMPANY G: All</p> <p>COMPANY J: All</p>
<p>5b) Can you elaborate on the meaning of these variables?</p>	
<p>5c) Have you previously used other variables? *If yes, why did you change them?</p>	<p>COMPANY A: No</p> <p>COMPANY E: No, we have not. The classic is the size (small department and large department) and industry.</p>

	<p>COMPANY G:</p> <p>Previously used fewer, working more strategically with B2B marketing is something we have gotten better and better at and still work intensely with, received much less attention just ten years back in time.</p> <p>Own people who only do marketing to the corporate Market (a separate department), the department is in charge of the budgets, several specialized marketing people who can B2B.</p> <p>COMPANY J:</p> <p>No</p>
<p>5d) What Type of data do you use to find the relevant segmentation variables?</p> <p>+5e)Where do you get the data from?</p>	<p>COMPANY A:</p> <p>We use reports from VIRKE, Proff.no, Google, word of mouth, Nielsen, and WizAD.All of this is important for understanding the links. For example [REDACTED] have the same owners. You will find this out on the pages above, and then you really know who the right person to talk to. Maybe not the general manager, but the real owner of both companies.</p> <p>Segmentation information can be viewed from two levels: Data lake - where you apply. Data streams - connects to the data streams in the industry you are in, and here you know what the segments are. You manage to keep track of when key people move - because networks have so much to say. For example, "You know a person who has a new job and calls them."</p> <p>COMPANY E:</p> <p>Collaborates with a number of different, connects to a number of different registers that are connected to our database, collaborates with experience, where we buy</p>

additional information, data factory (buys lots of additional information per customer), gets an overview of all registered roles in the company (manager, board, etc.) to find the right decision-maker that can be linked to customer registers, demographic data,

Buyer from third parties to ensure as much insight as possible to be able to hit with the offer

Get lots of info from the sales team; they get a questionnaire once a month where they tell who the biggest competitors are, the value proposition works, how the products hit the market, or how the customers respond to it, the information they collect goes back to us in sales and product/market. Also has loss review - why we lose cases

COMPANY F

Personal contacts / networks / relationships are important.

Often meet people at seminars etc.

Use professionals to find out who sits in these different companies - does anyone in the company know these?

Takes contact. Advertising on Facebook is much less relevant in the legal profession than relationships. Proff.no:

To find out what the largest companies are in different parts of the country and look at the economy. Find the general manager, board.

Analysis of the market/industries - look at the development that is happening, google, a database for the largest transactions. The only method to legally acquire new clients is to impress with our expertise through articles, seminars, offers, etc. Also, we receive referrals from other law firms with two clients who are in conflict, and then we cannot represent both. Member catalogs from industries.

COMPANY G:

We use media agencies for quite a lot, e.g., how can we ensure that we meet the right people in the right places. Media agencies sit on a lot of data; they have a lot of analyzes and statistics on who is engaged by what and where they are and which media etc. We do SoMe internally ourselves; it's easier. The price of the target group will determine the segmentation, some target groups are very expensive (many will talk to a general manager / CEO), maybe smarter to run a more technical variant and drive towards the IT department they have a heavy voice in decisions

In B2B, you can run trigger-based MF - there is a report that says "we will expand to the Middle East", "we will grow so and so much", "we will enter this area"; if you know it, you can segment on those variables/trigger. Also, if there are larger companies, you can conduct marketing based on what you know is public data (review annual reports/press releases). However, this requires a lot of investment, so we are not quite there yet.

Larger companies issue tenders that all banks are allowed to respond to (this is a process that can take 1.5 years), but then you can conduct marketing in that period against that company on IP address-based

COMPANY J:

We choose based on size, sales, and profile, and we choose based on where we have the greatest possible success in reaching. Profitable (make money right away) and relevant (fits with the business). We are using the internet and Google to find information on the customers. Additionally, we ask questions to others in the market. Thus, we are

	<p>working with market insight ourselves. We use open sources online, and relationships.</p>
<p>6.Can you take us step-by-step through the segmentation process of the company?</p>	<p>COMPANY A: Creates a long list based on two data sources: Uses Nielsen WizAD' 's database to track media investments in Norway. Then we filter the list to see a space of opportunity with whom it is possible to have a dialogue. We often do this to find weaknesses. For example, to see who may have changed jobs and new opportunities open up, or if there is someone who is dissatisfied with those they have today. Consumer and Media: Looking for players it is possible to target.</p> <p>COMPANY E: See question 1 and 2</p> <p>COMPANY G: Everything is based on needs (for the company, the industry, the customer, and the Market) (complexity of the needs). Also, it is developed from there, and we still talk to people even if it is B2B. If they only want one account, Company G may not be the best bank for them, perhaps, because we have an apparatus with lots of experts, so if you do not want to use it, you can probably get cheaper banking services elsewhere. Must know our customers in the best possible way</p>
<p>6a) Which criteria do you use for the segmentation variables?</p> <p>*i. How did you come to the conclusion that these</p>	<p>COMPANY A: Mainly uses the criteria «Match between core competence and what the customer needs». «How well they can serve them» and «Do they suit what we are good at».</p> <p>In addition, the match between needs and what we have the capacity to deliver.</p>

segmentation variables are the most efficient and profitable?

In addition, we want to find customers who are early in the S-curve. An example of such a customer is "██████".

COMPANY E:

Profitable is very important

Look at target groups, look at the correlation of which target groups need where we have our strengths. Further, look at our own products, and what does it pay for us to sell? What do we want to sell, and which target groups need the various packaging we can put together?

In product development, we look at target groups we want, and then there is again target group analysis that says that these are willing target groups with sophisticated needs

*We are far ahead in relation to the industry, but there is certainly a potential for improvement as well, but we say that "all companies are different, and we will treat them accordingly" that is our ambition. So, the goal is always that each company should feel that they have a tailored solution to just them and that we should have service concepts that are tailored to just them; each customer should feel like our most important. The fact that we have that strategy from the top management means that we set up different strategic initiatives when it is the ambition that has helped the segmentation work. We focus on everyone being different, so we cannot have an offer for everyone. Take customers seriously, get to know them really well.

COMPANY G:

Some segments are more profitable than others, get high income from some companies (but they also cost a lot to operate).

	<p>Profitability can come from the volume: has many smaller customers who serve themselves.</p> <p>Will sell to customers to whom you can show your entire product portfolio.</p> <p>COMPANY J</p> <p>We need to be structured, we cannot work without segmentation</p> <p>We use experience and expertise to know which customers we should go to. The variables are about sales, should not choose variables that are not profitable</p> <p>Should use cluster - cluster them in the same profile</p>
<p>6b) What statistical analysis do you use to find these segments?</p>	<p>COMPANY E:</p> <p>The analysis department works with cluster analyses; they buy the data and connect all this data with our own database. We also take lots of variables to calculate based on the customers who buy this, so the model assumes that the target group will have this need.</p>
<p>7. How do you use the segments in the marketing decision process?</p> <p>*7a) Do you use these segmentation variables actively in strategies/campaigns/marketing activities?</p>	<p>COMPANY A:</p> <p>We have two days offsite with the management team in the first quarter, where we will stake out the direction for the entire company. Here we look at the commercial space of opportunity, and then segmentation is part of it.</p> <p>*Yes</p> <p>COMPANY E:</p> <p>We draw up segmented customer journeys, and we create detailed customer journeys. When we select a segment, we will create super-detailed customer journeys to ensure that we are able to exceed the segment's expectations at all stages.</p>

	<p>Each initiative in the customer journey has its own measurement that ultimately shows how satisfied the customer is, but it is the point measurements in the customer journey that show what needs to be changed, what works as an initiative, and what needs to be improved to win that segment.</p> <p>COMPANY E</p> <p>*Yes, uses these variables very actively</p> <p>COMPANY G:</p> <p>*Yes, always very clear on which segment we are going to reach and the KPIs on it, it is in all parts of Company G. Always very aware of which segment we are talking about, we are probably also becoming more and more aware of it. So, one is not necessarily just in one segment in Company G either, and maybe the customer is also a private customer and a private banking customer.</p> <p>COMPANY J:</p> <p>We discuss each customer in light of the factors and variables, test by going out to the customer - talk to the customer, must be out to capture trends and insights</p> <p>*Yes</p>
<p>7b) Who in the organization uses the variables for decision making?</p>	<p>COMPANY A:</p> <p>I will explain how I work with the metaphor «a sailboat». The captain of the boat is the boss. ■ role is to be in the top barrel to look ahead. So much of the dialogue in the early phase is between the two of us, where I tell the boss about what I see on the horizon.</p> <p>In this work, I use a lot of what I call an «industrial radar». Here I look at customers, competitors, technology, etc., in a</p>

	<p>framework instead of putting segmentation in a separate block. I emphasize that you can be very good at segmentation but still miss it. For example, you cannot be good at segmentation if you cannot deliver on artificial intelligence.</p> <p>COMPANY E: Everyone</p> <p>COMPANY J: Management and the commercial department.</p>
<p>8. What is the result of your company using segmentation?</p>	<p>COMPANY A: Clarifies what we need to develop further when it comes to capacity and efficiency. How we further develop our core competencies. Takes segmentation into prospects. Impact on our visibility strategy in the Market so that someone can walk in the door.</p> <p>COMPANY E: A tracker covers Company E's customers' needs. It has gone up a lot in recent years; the customer is seen by Company E; Company E knows me. We want the customer to feel seen, that we know their needs, that we deliver products, and solutions that they need. That they get the information they need, and that they get service that is tailored to their needs. We are very keen to provide service in many different ways; some want to meet us in-store, some want just to meet us on chat, and some want to do everything themselves in self-service. So having a large enough breadth/flexibility and meeting different customers' needs in different ways is very important. And we have to</p>

do something right because we have graphs going up.

COMPANY F

Securing new and right customers comes according to the strategy that has been laid down—for example, largest.

Ensure that we have the right expertise and that we are the best professionally.

That we secure the right and relevant employees.

Increases networking.

Ensure trust in clients

In addition, we increase the profitability of segmenting.

COMPANY G:

Segmentation allows us to enhance the quality of the message, increase awareness and conversions.

Additionally, the cost per customer is lower when we have a thorough segmentation.

Very large commitment when we send the right message to the right segment/person, it is always about being relevant

COMPANY J:

Better strategies and targeted strategies, and increased profitability

<p>8a) How do you measure the efficiency and profitability of the segmentation?</p>	<p>COMPANY A:</p> <p>Sees earnings per customer/hour spent (Agency revenue as a% of sales and Earnings per hour produced).</p> <p>We have internal-based segmentation: 3-4 groups.</p> <p>International customers, we get from our [REDACTED] network.</p> <p>Earns poorly on those but gives us access to tools to participate in the dance. And large Norwegian customers.</p> <p>COMPANY E:</p> <p>The graphs go up, we measure all the time, not only at the total level, but we measure in great detail so that we know which initiatives give which results and see a positive trend both in satisfaction and brand in the Market and in the financial results.</p>
<p>9. We are now at the end of the interview, is it anything you would like to add?</p>	<p>COMPANY F</p> <p>We actually segment everything - very systematized and very tailored. So often 1 to 1 / business to business.</p> <p>It is a lot about personal relationships and that we can deliver.</p> <p>Special industry - we only focus on business issues. We are market leaders. Serve the most important industries</p> <p>Even Newsletter «we segment.».</p> <p>One size does not fit all - people need to understand that you show it. Becomes rough segmentation</p> <p>Must know the Market, the industry, and the company. If you do not know - you are wrong!</p> <p>Segmentation has a lot to do with positioning the company.</p> <p>There is little literature on this in the law market.</p> <p>Market segmentation allows us to secure new and right customers according to our strategy. Additionally, increase the trust of our customer and enhance profitability.</p> <p>Which customers are we wanting because they tick off</p>

	<p>those and those requirements, and then it comes to making the offers.</p> <p>COMPANY G:</p> <p>When we segment on B2B, we are much smaller than on B2C, can therefore be small and niche, so, therefore, you have to be very clear on the message, not theory-based we work very pragmatically with it / needs-based, we work more on consideration and preferences - when the need arises at some point, they think of Company G. So the marketing material we develop is designed so that the advisors can use it actively in their dialogues to start discussions because a need has been identified.</p> <p>* B2B customers are not converted in a week, it takes a long time, and there B2B marketers must become better at being clear to the management that you cannot expect to see short-term results in B2B as you do on B2C, takes longer and difficult to see the direct connection between solution and result</p>
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Question	Answers
<p>1. Which customers/markets/industries are your company targeting? (*Why are you targeting these)</p>	<p>COMPANY C:</p> <p>Multiple client categories: we sell to everybody [REDACTED] all the way down to small local companies, big and small, media agency, sell to clients directly, We got a really broad spectrum of clients, and any potential client out there could be a potential client of ours.</p> <p>Some product categories are not relevant for [REDACTED] (heavy B2B clients)</p> <p>COMPANY L:</p>

The [REDACTED] market - everything from [REDACTED]

[REDACTED]

[REDACTED].

COMPANY M:

a. [REDACTED]

[REDACTED]

[REDACTED]

[REDACTED]

COMPANY N:

[REDACTED], we will be the [REDACTED] digitalization partner,

COMPANY B:

o All companies that have customers in one sense or another.

o Works mainly with the larger customers because we are expensive to use.

o Work more with B2C than B2B companies, but some B2B in the portfolio. More difficult to gain market insight into B2B. It takes longer and must work more than in B2C.

COMPANY O:

All companies that accept [REDACTED]: especially [REDACTED]

[REDACTED]

COMPANY D:

E-commerce. The B2B segment can also be e-commerce but

mostly leads. -Homogeneous Consulting: Company D lends

our people. Although we target the whole market, there are

some industries we do not want to be associated with and

have in our customer base, as it might reflect badly on the

company's reputation.

COMPANY H:

Our market is defined in a specific geographical region in Norway as this is determined in our business model and strategy. Some industries are left out based on risk and business activities we do not want to identify with.

In a way, it can be said that all companies in Norway would be relevant to us, but it would not be either profitable or appropriate. We are looking for the most profitable customers who belong to a certain geographical area, have the finances and AML in order, and who we have the opportunity to meet through market measures.

COMPANY I:

The B2B market in Norway. We offer products that every business needs. But some types of risks we do not want in that are excluded. Primary industry [redacted] and small niches.

COMPANY Q:

Norwegian construction product chains and industrial customers.

COMPANY K:

[redacted] professionals worldwide

Selling [redacted]

[redacted]

[redacted]

[redacted]

[redacted]

COMPANY S:

	<p>The entire Norwegian business community - sells [REDACTED] [REDACTED]. Everyone needs this!</p> <p>COMPANY P: The Norwegian Market in Norway. Sells [REDACTED] [REDACTED]</p> <p>Large private customers (tender driven) - Size Public/private IT segmentation (has been very good at this)</p> <p>COMPANY R: Three markets: Norway, Sweden, and Finland B2B: profiling (a company must have a new work uniform), Christmas gifts (seasonal) (B2G): Statly</p> <p>These markets were chosen because everything started in Norway and Sweden then became natural because they have very similar behavior as Norwegians. Finland was chosen because we could be there early since online shopping is not so well established.</p> <p>COMPANY E: The whole market has started to understand that one needs to be customer centric. The customer should be the center in everything the company does, and one can no longer have the same offer for everyone. Thus, the products/services need to be customized to each target group.</p>
<p>2. Briefly explain your company's segmentation process.</p>	<p>COMPANY C: Internally, what we do, is that we have different departments looking out for different clients/sectors:</p>

e.g., we have a department called ricks, and their job is to go for those big clients who handle their media agency () focus almost exclusively on that category of clients

o Local teams: in and
Conferencing/events teams: they are on the B2B clients

Segment internally by giving responsibility to those different kinds of clients and then how they would then segment clients. Segment both internally and on the client-side

COMPANY L:

Different segments have different needs.. E.g., the segment is more concerned with inspiration and than . Requires different products and expertise. Builds competence on different customers. Different if you are going to sell . Different goods and inspiration for the different customers.

COMPANY M:

a. Starts with taking an extract where the company must have more than in turnover. Then categorizes them based on which chain they belong to

Segmentation is the first step. In step two, we tailor products to different segments.

Low price products for the low price segment.

At the finer , we offer more sales support as they are not only concerned with price.

COMPANY N:

What do we have competence about, which customers do we have the most in our customer base, which focus-areas do we know, what are we good at?

COMPANY B:

Segments the Market in different ways. Does not have a segmentation model. Segmentation is really just a grouping of the Market.

The one way we divide the Market is through sectors/industry: [REDACTED]. A useful type of segmentation when we want to see what type of industries we are good at, where we have the expertise, which sectors we can invest more in. Also, segments according to what the customer demands (NEED). What does the customer need help with

We have subject areas with specialist competence. E.g., brand strategy, innovation processes, customer experiences. We also divide the customers after type: partners (strategic and long-term customer relationship or transactional (not a long-term customer-relationship). Hybrid groups in between.

Thus, our segmentation process simply consists of dividing our market between industry, customer needs, and type of customer.

COMPANY O:

[REDACTED] that are our customers ([REDACTED]) and companies

[REDACTED] Focuses on companies

Key and large accounts have a key account manager, primary contact, turnover of [REDACTED] + are you a key account large, work with different verticals ([REDACTED])

- SMB segment: all the smaller customers up [redacted], marketing on Facebook and Instagram, we use the media to personalize, since they provide other opportunities and frameworks
- When we have sold our short agreement: «added value services,» you can add, e.g., if we offer dynamic conversion [redacted]. This company has a [redacted] [redacted]y, and then they must be interested in this additional service
- Needs-based [redacted]
[redacted]
[redacted]

COMPANY D:

Make it clear that customer growth comes through incoming inquiries, positioning

Criteria: must find those who make us better - grow with the customer, ambitions (but who lack the competence that visibility has), demand what we are good at, give us goodwill (the customer we work with must fit us)

Also, have those we do not want to work with: gambling, porn. Also, about qualitative criteria (who do we want to work with)

Starting with positioning: how do we want to attract the "right" customers

COMPANY H:

We started by seeing what our strategy was and which customers we wanted to reach. Then we found which

segmentation variables we wanted to use and divided the customers according to them. Then we assessed the risk and which of them we wanted to invest in. We avoid certain industries due to strategic choices, reputation, and ethics.

Difficult to answer if there is a start and end to the process. If we change strategy or find customer groups we want to add to our portfolio - we just change it.

COMPANY I:

Do not work very systematically with segmentation but a lot with prospecting. Extract analysis of companies: Takes a profitability analysis of the customer where we examine accounting figures and the history of the customer.

Type of industries: NACE codes for sorting and identifying large segments.

We start wide, but then we put on 2-300 filters to go through.

i. This is data modeling and has to do with profitability.

ii. E.g., 70,000 companies, and after all the filters, we were left with 2500. Example of filters: Corona filters: do not want to go into the Liquidity ratio, delivered accounting figures, Checks the damage percentage in the portfolio. Balance the portfolio so that we can have competitive prices.

COMPANY Q:

Do not focus on it now. Decision made many years ago. We have created it over the decades.

COMPANY K:

Works most actively with segmentation when it comes to our digital marketing strategy. We use a CRM system called

salesforce. Has the same segmentation variables throughout the world. We use segmentation to apply cutting-edge communication to our target groups/segments.

A lot of focus on having the right information about those we are going to reach in the target group. We have no particular process, but it is somewhat structured.

COMPANY S:

A mix of plans and luck. Has positioned ourselves towards [redacted] (a segment) and are largest there. The main part is [redacted] and constantly looking at where we can broaden it. Also, look at what the potential is to go beyond [redacted]. For example, also work with the other service.

The mix of what we have and are good at - and choosing the segments beyond that - looks at the biggest business opportunity.

The natural starting point in the process is to set ambitions, goals for growth, reputation, and what we want to achieve - > look at, e.g., growth - where the growth potential is greatest. The segments are about where to draw the dividing lines between our segments. E.g., industry, size

Step 1: potential for the customer. To see if they fit into our customer portfolio.

Step 2: Where does it make the most sense to draw the line. Where are the economies of scale greatest? For example, there are some places where we have untapped potential.

COMPANY P:

	<p>Hard to explain because I do not know where things start and end. If the [REDACTED] wins first, other products that are connected to it are also propagated further</p> <p>We do not have a defined process and broad definitions of the market</p> <p>COMPANY R:</p> <p>Our segmentation process does not follow a specific structure. However, we have two different processes, one that is used to reach new companies (segments by size, function, industry, and role in the company) The other, those you have as a customer: segmentation internally in our systems, have a one-to-one dialogue</p> <p>Slightly fluid process, but often starts with a search, is about being visible on the search engines.</p>
<p>3. Which segmentation variables does your company use?</p>	<p>COMPANY C:</p> <p>Size: because we are only so many people and only have so many resources and we need to ensure that we reach maximum potential in earnings, sales as quickly as possible to be efficient, Market (we go to the bigger one first), The company's (clients) strategy (companies buy long term campaigns with us)</p> <p>COMPANY L:</p> <p>needs which is the most important variable, industry, consumption of goods. E.g., the segment in the [REDACTED] often uses the same goods.</p> <p>COMPANY M:</p> <p>Size, price, needs, exposure of the brand. The extent to which we can bring out our brand. E.g., think of [REDACTED] [REDACTED] where it is clear that you buy a [REDACTED]</p>

from the storage cage vs. shop our products at [REDACTED]. That is, in some places, the brand can slip through. Impact/Need for support. Usually has a slightly higher willingness to pay than others. Reference customer. E.g., [REDACTED] is a name that sounds good. Innovation/ news.Places where we can test out the news. E.g., [REDACTED]

COMPANY N:

Size: Small and medium-sized businesses, geographical, [REDACTED] industry.

COMPANY B

Sector, Type of customer: then an internal assessment of the customers in our database (by KAM), Size, Need, the area/domain (brand or innovation projects) Type of service.

A customer starts in one domain and wants to move them to another domain.

COMPANY O:

The business's needs, turnover, all segmentation variables are demand-driven. The larger the customer becomes, the more central the needs become. It is less on emotions in B2B, industry (industry), size,

COMPANY D:

Size (active partner - we are a strategic partner)

The role we have in the Market

COMPANY H:

Size (include turnover), geography, company type: limited company, sole proprietorship, etc., Owners, industry, customer needs, creditworthy and AML

COMPANY I:

Industry, Profitability, Available accounting figures, Risk,
Size: Number of employees, how many assets they have,
Company form: as, ENK, team, and association.

COMPANY Q:

Industry, chains/retailer, geography, Price, needs.

COMPANY K:

Ownership: Privat vs. public, Size: Number of [REDACTED],
turnover,

Type of

o Facilities [REDACTED]
[REDACTED]
[REDACTED]

o Education: Bachelor, junior college, vocational school,
high-school, primary school

o Schools: [REDACTED]
[REDACTED]

o EMS: [REDACTED]
[REDACTED].

- Government: Federal vs. local

- Role: Segments based on the role they play, for example, a
[REDACTED].

- which department at the [REDACTED] they work at

COMPANY S:

Industry: NACE, Size: turnover and number of employees,
Region: where is the head office, Needs: common
denominators

COMPANY P:

	<p>We do not know well enough about it, and we think this is SMB, B2B or Enterprise, Firmography(demography)</p> <p>Sells to everyone and is very well known in the Market</p> <p>For all the products we sell, we get new segments</p> <p>COMPANY R:</p> <p>Industry, size, and type of position, and a bit of a look-a-like audience (LinkedIn finds similar people - not really specific on segmentation) also driven somewhat demographically and geographically</p> <p>Uses needs</p>
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<p>3a) What criteria do you use for the segmentation variables?</p>	<p>COMPANY C: Profitability (highest focus), long term partners</p> <p>COMPANY L: Turnover and profitability. And the potential to take over a customer</p> <p>COMPANY M: Focuses primarily on profitability in the short or long term. Willing to take a higher cost / poorer profitability of a segment/customer if we have the opportunity to showcase our brand. Coverage - control that we make money in the places we have.</p> <p>COMPANY N: Lower risk with smaller customers, large companies can set more criteria, if you take for small companies, there is a great risk that they suddenly cannot pay (less than 50). Also, use profitability as a criterion.</p> <p>COMPANY B: Unknown</p> <p>COMPANY O: Unknown</p> <p>COMPANY D: Scope - how much we deliver to them. The attractiveness of the customer</p> <p>COMPANY H:</p>
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	<p>Yes, it must be profitable and relevant to the Market. In addition, some of the criteria are set concerning Compliance.</p> <p>COMPANY I: unknown</p> <p>COMPANY Q: Profitability as we want to have customers with larger volumes.</p> <p>COMPANY K: Generic across multiple countries, enough to make it relevant. It does not expire, but that it can be used over time (long-term).</p> <p>COMPANY S: Profitability</p> <p>COMPANY P: Industry and role (do you influence a purchase)</p>
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3b) How did you come to the conclusion that these segmentation variables are the most effective and profitable?

COMPANY C:

Experience, we have had this setup/structure for at least 15 years.

COMPANY L:

Has only become so through the ages + growth opportunities.

COMPANY M:

We have not been very good at this and are now in a phase where we are trying to be good at this. We do this because 1) we cannot focus on everything, 2) follow growth goals, 3) prioritize, and 4) create profitability.

COMPANY N:

Unknown

COMPANY B:

Do it this way because we know that it provides a sensible sorting of our customers - the shoemakers' children. Our own segmentation is not as well thought out as we deliver to others. Uses division because it provides a sensible sorting of our customers. Today - it's not random, but not super thoughtful. Ideally, we should be based on the customers' needs and find out what needs we do well / badly and where we can take a position.

COMPANY O:

Looking at other markets, what the competitors are doing, trying it out, relatively new in Company O to use segmentation in B2B, has improved after we changed the way to segment - increased lead smith 100%. SMB: technology

COMPANY D:

Both external assessments and internal activities

COMPANY H:

We have really always used them, and it has been natural based on our business, requirements, and strategy.

COMPANY I:

We look at history to try to predict the future. **Want to enter profitable industries.** Also, look at our portfolios that are not profitable to see how we can turn it around.

COMPANY Q:

unknown

COMPANY K:

Start by seeing what communication we need to send out, and then set sharp enough possibilities in the segmentation variables. How sharp do we want to communicate?

COMPANY S:

Where do we get the most in return for becoming experts in a segment? E.g., industry: invest a lot in industry knowledge - get some knowledge about an industry across. ROI to specialize in a segment.

Where do coincident needs find - it becomes a segment. And where do we get economies of scale internally?

COMPANY P:

Always been like that (those who make the decisions are █ people)

	<p>COMPANY R: Tested a lot, spent [REDACTED] [REDACTED] on advertising for a company in the last year, so I have a lot of data</p>
<p>3c) Have you previously used other variables? *If yes, why did you change them?</p>	<p>COMPANY C: No</p> <p>COMPANY L: Unknown</p> <p>COMPANY M Turnover. Now we focus on profitable turnover. Before, we have tried our hand at contracts that have not been profitable enough, and then we have focused mostly on turnover. Because the customer accounts have not been completely reduced.</p> <p>COMPANY N: Previously used geography *become more nationwide, can do everything from different parts of Norway, without physically meet the customer</p> <p>COMPANY B: No, no one else. Basic characteristics of different companies.</p> <p>COMPANY O: SMB was considered one, and we got exactly the same as MF. Used more the traditional channels</p> <p>COMPANY D: No, we have tried to do the same for 18 years. But we have become better at getting the attractive customers</p>

	<p>COMPANY H: No. In that case, there have been fewer, and we have used more to make it "stricter" to become a customer.</p> <p>COMPANY I: No, these variables are very common in this industry.</p> <p>COMPANY Q: unknown</p> <p>COMPANY K: Yes, there was a little more chaos Adhoc variables. It was much of the same variables but now has made a real cleanup in describing the different variables and using them.</p> <p>COMPANY S: No. These have always been the most relevant. But we have not always had such an active relationship with them - been a way to report them. For example, seeing how many customers we have in certain industries - has been very reactive way. Now we have moved on to a more proactive way.</p> <p>COMPANY P: I do not know this</p> <p>COMPANY R: I do not know, only been here for three years.</p>
<p>4. What type of method do you use to form your segments?</p>	<p>COMPANY B: Publicly available (size and sector). Softer parameters - which we get from customer managers. E.g., partnership</p>

science/transactional science. A mix of hard facts and internal assessment of the various customers.

COMPANY O:

SMB: a team of specialists who can Facebook and Instagram understand how social media can segment.

Looking more at the customer's actual journey online, what we search for, how we can reach them, we hit on the right keywords, SEO

COMPANY D:

Positioning and by industry. Who is on the A-list: we want to get these on our customer list

COMPANY I:

Historical figures from own base, Common database for [REDACTED]: claims statistics, Public accounting figures, insight jobs in the Market (needs, drivers, barrier, customer satisfaction)

COMPANY Q:

Has a dialogue with our customers.

COMPANY K:

We use the information below each segmentation variable: Ergo knowledge and secondary data.

COMPANY S:

E.g., which industries we decide to invest in. Lots of market analysis and potential. Analyzes on profitability, trends, market developer and own data, willingness to pay in own industries. For example, when they grow out of a segment, they move over to larger customers.

	<p>COMPANY P:</p> <p>The filmography, paid communication (what Type of info is it possible to use to communicate), where can we reach them (meeting places, seminars, LinkedIn)</p> <p>COMPANY R:</p> <p>Controlled by the channels, we operate in, use which segmentation variables are available</p>
<p>4a) Do you use previous experience, knowledge, and secondary data?</p>	<p>COMPANY C:</p> <p>We get data on who is spending what/where, how much are they spending, when do they spend it. Most of it is based on previous experiences, using historical data, consumer media, audience data (our own).</p> <p>COMPANY L:</p> <p>Everyday analysis. Do it by hand how the segments we think fit.</p> <p>Possibly make a new segment, but it is extremely rare (e.g., the ██████████).</p> <p>COMPANY M:</p> <p>Knowledge from external sales, in-house sales (KAM), sales figures, and product profitability figures. Then we cluster it together into segments</p> <p>COMPANY N:</p> <p>Experience and knowledge of the industry and the challenges within it, know the industry, PSV - pain-solution-value, Proff, ██████████ lists, can take a demographic starting point and pick out the largest ██████████: who are the largest</p>

████ within the various geographical areas, so I know exactly who I am going to talk to

COMPANY B:

Yep !! Experience-driven.

COMPANY D:

Uses experience and an overall assessment

COMPANY H:

We get data from our CRM system. Additionally, our customer advisors, and public data from various sources (Brreg, pro, customers' website).

COMPANY I:

Combination

COMPANY Q:

yes

COMPANY K:

Only this, yes.

COMPANY S:

A combination.

COMPANY P:

Yes

COMPANY R:

Yes, using previous experience and the data we are sitting on, the availability of segmentation variables with the advertiser.

4b) Do you use an analytical approach?

COMPANY C:

Yes, but use it less now. In the last five years, there have been more sales. Have sales packages: family, youth, etc.

COMPANY L:

No

COMPANY M:

Cluster analysis. Thus, a combination of both approaches.

COMPANY N:

No, more analysis on how to behave online (Google Analytics)

COMPANY B:

No!! We do not do it ourselves, but we deliver it to others. But we should have done it.

COMPANY O:

Yes, we have an analytic specialist; how do people get to our website, how long are they there, how they have moved on the website, very data-driven in relation to the website, Facebook, etc.

COMPANY H:

No. Of course, we analyze markets and customers but do not use cluster analysis to group them.

COMPANY I:

Combination.

COMPANY Q:

	<p>no</p> <p>COMPANY K: We do not use statistical analysis to group customers. Only analytical approach in the form of what communication we need more than grouping customers based on analytical methods.</p> <p>COMPANY S: combination</p>
<p>5. How many segments do you have?</p>	<p>COMPANY C: I have not defined it that way</p> <p>COMPANY L: 10-12 segments</p> <p>COMPANY M: [REDACTED] has seven segments. Can buy ready-made analyzes where the customers/market are already clustered.</p> <p>COMPANY N: Have only one segment</p> <p>COMPANY B: More than twelve. I do not want to reveal the exact number.</p> <p>COMPANY O: We have six key large, but it is difficult to say specifically</p> <p>COMPANY D: Six segments on which we differentiate ourselves</p>

	<p>COMPANY H: Five segments</p> <p>COMPANY I: 15 segments</p> <p>COMPANY Q: Unknown</p> <p>COMPANY K: Six main segments, but also several subsegments.</p> <p>COMPANY S: Three on size: Large customer, micro, smb 11 on regions: in the geographical factor 5-6 industries where you comply with the segmentation.</p> <p>COMPANY P: I do not know, the ■ market is a large segment, and then we differentiate between public/private and size, hardware or consulting, may have nine segments</p> <p>COMPANY R: We have 4: Those who have an online store with us, Those who submit a request, Christmas gift retailers (shop once a year), and Tender customers (■ and ■ - B2G).</p>
<p>5a) Why have you chosen this number of segments?</p>	<p>COMPANY C: We do not have a strategy for the company, but several, so no rational reason why there is not a defined number</p> <p>COMPANY L:</p>

	<p>Based on the category.</p> <p>COMPANY M: Based on how natural it is to cluster. It cannot be too general and not too specific - it just has to be appropriate.</p> <p>COMPANY N: Unknown</p> <p>COMPANY B: Unknown</p> <p>COMPANY D: It became like that due to our criteria, not something we have chosen</p> <p>COMPANY H: Because it was natural and made sense.</p> <p>COMPANY I: Took the entire target group and clustered some segments according to a 10 point scoring model. The scoring model addresses: hard financial filters, how homogeneous the group is, how equal needs the group has, looks at how aggressive the competitor is, measures street keepers (associations and teams are often barriers to gaining access to certain customers)</p> <p>COMPANY Q: unknown</p> <p>COMPANY K:</p>
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	<p>We do not use segmentation analysis to see which markets we should enter, but we talk to many customers to see what needs we have and get inspiration to create new products.</p> <p>COMPANY S:</p> <p>No justification. Really. Only natural. Business size is based on where the needs change the fastest. E.g., SMB vs. listed. Regions are by how we are organized. Goes a lot on where it ends up being a common denominator and draws the line there.</p> <p>COMPANY R:</p> <p>Because it was the most natural thing for us since it is related to how we communicate with them, if that changes, we just create a new segment.</p>
<p>6. Which criteria do you use for segment formation?</p>	<p>COMPANY B:</p> <p>Needs first, then profitability.</p> <p>In addition, is there market potential? As a rule, in the large sectors. Where do we have our strengths/capabilities to deliver good goods. Internal assessment (expertise), and History. E.g., the [REDACTED] industry.</p> <p>Ergo, we have several criteria, but it's not a type of checklist.</p> <p>More needs than on needs!!! Where we can deliver good goods, insight and advice can have the greatest impact. Profitability comes in a little later - when we look at customer profitability in our portfolio, and is it good enough. Then we happen to take action - working either more or less with a certain customer - take action to increase profitability.</p>

COMPANY C:

Yes, based on needs to some extent, but we sell what we have. But on the large customers, we would consider changing a bit to adapt.

Additional, demographic and geographical.

COMPANY D:

We solely use customer needs.

COMPANY H:

We mostly look at needs, but of course profitability matters. **Primarily based on the customer needs.**

COMPANY K:

Not that much profitability.

Uses demographic variables to see what their needs are here.

So absolutely most needed.

COMPANY L:

Turnover and potential.

Both are equally important

50% profitability and 50% based on needs.

COMPANY M:

Now we do more on need, but a little on profitability.

To see what needs are out there, to find out where we are going.

Should we attack where we are not present or get better at what we are good at? We have not decided on that.

COMPANY N:

Customers that have a good economy are the future.

COMPANY O:

Retention team: which customers we make a lot of money on, which customers are most likely to want to change, call profitable customers, are clearly focused on profitability, and what products we have and needs are very important. The season can also play a role (items)

COMPANY I:

Again - same 10 point scoring model. In addition to our main exploration model. We have traffic lights on our customers in the prospecting model, and we should only have green customers. In addition, customers must have a need that we can meet in a good competitive way and that we have a high probability of bringing in satisfied customers.

We start first on profitability, but then the needs come later.

COMPANY Q:

Profitability.

COMPANY K:

Segments by how much potential there is to , and to what extent we can assist. We are looking at different markets to determine where to go in general speaking.

COMPANY S:

Something makes sense internally. How we report internally - e.g., regions. Industries - profitability potential in the short and long term.

A combo of profitability and needs. When customers have equal needs, it is more profitable to operate.

COMPANY P:

Do not have any criteria.

COMPANY R:

expected frequency of purchase.

In addition, based on customer needs, but it is not static. It is up to the customer themselves which segment they end up in.

COMPANY M:

Now we do more on need, but a little on profitability.

To see what needs are out there, to find out where we are going.

Should we attack where we are not present or get better at what we are good at? We have not decided on that.

7. How do you use the segments in the designing strategies and marketing activities?

COMPANY C:

Do not use it so much as we go out and meet the customers

COMPANY L:

The segments are the basis of everything we do—greatest potential and fear of losing for some of the biggest deals.

COMPANY M:

Yes, the strategy is based on segmentation. It will be the starting point for which products we launch, and what focus the sellers should have.

It also lies a bit in the background when designing new products. If you make a product that is too general, you risk that no one will buy it. It's better to hit on something than not to hit on something.

COMPANY N:

We use it very actively when targeting the segments in order to offer them what their needs are

COMPANY B:

Make them prioritize the various customers we here - is a lot about how to rig the crew that will serve those customers. Externally/externally, it's about how we market ourselves. E.g., content, articles, webinars, what types of topics address, sectors we want to highlight.

COMPANY O:

Looking at which markets have the greatest growth in, Finland, Norway and Denmark are far ahead in [REDACTED] [REDACTED] channels, Germany and Sweden are where most money goes now because they are not as far ahead - spend a lot of money. Needs in the individual segments

COMPANY D:

To a very large extent, everything is based on the segments and what they demand

COMPANY H:

The strategy is the basis when we choose segments and who we will focus on. Ergo it steers the ship. Otherwise, we use the segments to develop different products for the different segments based on needs. In addition, to creating various marketing measures for the various segments.

COMPANY I:

Create communication concepts more than products that will meet the needs of the target groups. Create personas where they list pains/ailments, what they are concerned about, the needs, how they can solve these, and make it easier. And work a lot with the customer journey to look at pain points to see where they are good, bad, and can develop.

COMPANY Q:

Samples to customers to support our products. Wants to influence our end users, and has a dialogue with them. Hit the segments where they are. Inform our segments that they do not buy any product, but precisely from our brand.

COMPANY K:

We use a segmentation strategy to know which areas we will move into in the next 5-10 years. We use marketing to sharpen communication to our various target groups (especially email marketing)
Salespeople use these to identify new customers we should target.

	<p>COMPANY S:</p> <p>Very important. The segments say something about the target group. Lays great guidelines for our marketing and communication work. All content must be relevant for each segment. The strategy provides a direction for the prioritization of our segments regarding profitability and profile selection.</p> <p>COMPANY P:</p> <p>The ■ managers are the ones to reach, and through segmenting, we meet them better (they know where they can soften us), get access to the ■ manager first</p> <p>COMPANY R:</p> <p>Calculates on both expected sales and profit from the segment, this is easier for those customers who shop regularly</p> <p>Businesses are not so price-sensitive.</p>
<p>8. What effects are achieved from segmentation?</p>	<p>COMPANY C:</p> <p>Segmentation helps with the adaptation and placement of the commercials, but it depends a bit on the commercial</p> <p>More efficient, but many will target everyone, so we have a natural segmentation, especially since young people watch most movies</p> <p>COMPANY L:</p> <p>We are working on the right things that give business. Additionally, it gives customers more value.</p> <p>COMPANY M:</p>

More focused on the places we go after. E.g., for the sales force. We can control them in a completely different way than that we travel around on our own initiative.

COMPANY N:

We have a much better quality of what we send out and less product-focused, looking after the industry's needs.

COMPANY B:

Have no financial evidence of this. It makes it easier to prioritize between our customers and the new ones we want to bring into the portfolio.

Can get more customers, but also fewer. Because you prioritize those that are most important, and you can grow on. It can also increase customer satisfaction with the customers we want to prioritize.

COMPANY O:

Segmentation gives us more leads, it strengthens our marketing content which means that it targets the customers better and becomes more effective.

More leads - our number 1 KPI.

COMPANY D:

Expectation management: External: the customer knows we are going to use Company D. Internally: how Company D positions ourself

COMPANY H:

It allows us to bring in the customers we want the most and who are profitable to a greater extent. This, in turn, gives us greater profits. By filtering out unwanted customers, this

inflicts fewer losses on us in the future. In addition, we work more purposefully and use resources more efficiently.

COMPANY I:

Wants to be more accurate with what we develop and are perceived as relevant in our target group. In addition, create simpler and more understanding of our products so that our target group has a simpler and better everyday life.

COMPANY Q:

We are selling more products. Can sell more of our product portfolio to our customers.

COMPANY K:

If a person who is responsible for segmentation, make sure that we use it, the data, and the data quality, we have enough/good enough data.

COMPANY S:

Market/communication: More targeted and precise in what we hit. It also applies to internal competence development - where we will develop our expertise. Puts guidance on what services we develop, competence, which people we employ. WORKS MORE EFFICIENT, SPICED, TAILORED, and communicates better with customers.

COMPANY P:

Very large customer base, makes good money, well-known brand name and this is definitely a result of many years of working in this segment

COMPANY R:

	<p>Segmentation makes us be perceived as more relevant to the customers as the communication are based on the customer needs. It makes customers happier and increases loyalty.</p>
<p>8a) How do you measure the effects?</p>	<p>COMPANY L: unknown</p> <p>COMPANY M: Acquires a number of reports that show market shares within each segment and how market shares develop.</p> <p>COMPANY N: We get more customers, loyalty program, the customer is happy with us</p> <p>COMPANY B: Do not measure.</p> <p>COMPANY O: Leads and the conversion rate of the leads, and look a little at the effect of the individual ad</p> <p>COMPANY D: List how we have made money at the end of the day, this delivery we have made this on, etc.</p> <p>COMPANY H: Financial performance, marketing performance, ROI/RMOI, number of new customers, and lost customers.</p> <p>COMPANY I:</p>

	<p>Financial goals, how many customers leak to the competitors concerning market share, customer growth, contact points, satisfaction on the website / physical customer meetings/telephone meetings. Some measurements are monthly, and some are quarterly.</p> <p>COMPANY K: Every three years. Then we assess our various segments and prioritize them—a slightly dynamic process regarding market opportunities. E.g., gets in a new one with renewable energy. Then we must consider investing in it. This is not dependent on every three years.</p> <p>COMPANY R: The customers who shop the most and most often are also the most loyal</p>
<p>9. How often do you update the company's segments/process?</p>	<p>COMPANY C: Not often, but if we get data stating that we need to do something different, we will</p> <p>COMPANY E: The segmentation process is continuous.</p> <p>COMPANY L: Never and always. When necessary, for example, when the food boxes entered the Market. When needed and when we see new opportunities.</p> <p>COMPANY M: One time in 3 years (as long as he has worked there) when we had some structural changes.</p>

COMPANY N:

It is dependent on the annual strategy, the profitability of what we do. We do not often make changes: once you have decided on an industry in the segmentation - you have to stand in it

COMPANY B:

New groups, we do not. But we have quarterly business reviews where we look at different ways to group the Market. But the groups are more or less stuck there.

COMPANY O:

All the time, based on behavior, is a dynamic process

COMPANY D:

The process is rarely updated, the basic perspectives are determined.

COMPANY H:

We are in a process now where we are changing and revising the whole process. But before this, it has not been looked at for many years. Made only small changes when needed.

COMPANY I:

When we see we have problems with, for example, profitability, big things happen (e.g., corona). After need and changes in the Market. We have a good model that we think works: have a scoring model when new segments emerge to figure out how profitable we are.

The process is altered after changes in needs and in the markets.

	<p>COMPANY Q: Never. Maybe small adjustments from time to time.</p> <p>COMPANY K: First time in a very long time. But from now on we will look at it once a year.</p> <p>COMPANY S: Every three years. Then we assess our various segments and the prioritization of them.</p> <p>Slightly dynamic process in regards to market opportunities. E.g., gets in a new one with renewable energy. Then we must consider investing in it. This is not dependent on every three years.</p> <p>COMPANY P: The process has never been updated, we can work with the same segments for years without changing them.</p> <p>COMPANY R: No fixed routine on it, but further developed. It is an ongoing process; as soon as you see the need for change, you do it. The process is changed all the time, it is based on customer behavior.</p>
<p>10. This is a reflection question – is there anything you could do differently and/or better in your company's segmentation process?</p>	<p>COMPANY C: Get access to third-party data earlier in the process. We are just a enable for the [REDACTED], and we must get data from the [REDACTED]. If we had received more data from the previous ones, we could have been longer.</p> <p>COMPANY L:</p>

Change the name of the segment " [REDACTED]
[REDACTED]

COMPANY M:

We have a long way to go, and we know it. Create a common understanding of the segments. So everyone agrees on the way to go. Involve several people in the segmentation process so that it is not loaded in a drawer that no one uses.

Also, do not make it too complicated.

Things are much simpler in employment. Analysis is not as comprehensive as you learn in school. Due to complexity and lack of data we cannot use such analysis. Therefore, it is important to get the whole gang involved a little easier.

COMPANY N:

Become better at talking to the industry; our customers could get customers surveys once a year, what we think in the future, further growth, we think too much

COMPANY B:

Our own market segmentation is not as thoughtful as the segmentation process we deliver to our customers. Ideally, it should be. If we were to follow the process, we deliver to our customers, and then we want to be based on needs as segmentation criteria. The fact that you belong to a certain industry says little about your needs as a customer. Should start with what needs there are out there, and then grouped according to that. Been like that due to history, time-consuming, difficult data collection (who can say anything sensible about the needs. Easy to identify the companies, but we are looking for the people inside the companies). We should use statistical analysis in the form of cluster analysis.

COMPANY O:

We need to personalize all marketing activities to our customers. So that everything can be adapted to the customer, get data made known. The creative - few messages that hit very hard on the level of detail (content). Better at working higher up in the tunnel (communication and segmentation)

COMPANY D:

To be picked by the most important customers, B2B companies are chosen by the customers. What if we are chosen by the wrong customers? We are, therefore, more selective. We work to be chosen by the right customers by sharpening our marketing much more. It varies whether we give customers a similar segmentation process as we have or whether they get another (based on what business they are in)

COMPANY H:

We could probably have had more segments, perhaps sub-segments, and looked at their needs to an even greater extent. Updated the process more often, run cluster analysis to see if our opinion is consistent with what the data says.

COMPANY I:

Experiencing marketing at b2b is difficult. Media purchases in b2b are very demanding - I do not know if we hit the decision-makers in the company. Expensive marketing, Therefore, we have to meet them at events, arrange things ourself, large physical corps out. Long decision-making processes in b2b, maybe six months for a company. GDPR also plays a role. Expensive marketing channels. How to

segment b2b digitally - a difficult issue that many want information on.

COMPANY K:

Works a lot with the customer journey to our customers, and wants to segment based on how we learn that our customers use the products in the future. For example, learn which customers use the products outdoors, and then you need a little more solid PC to control t [REDACTED] So here we want to identify, for example, important touchpoints. Furthermore, what functions do the customers use? We have recently cleaned up this, and it is mainly because we want to work more strategically.

We use a lot of time collecting data from our key account managers (KAM). Our KAMs have to use a lot of time to add manually the data to our system. Therefore, we have to use resources to tell them the importance of this. If they correctly add the data, we can segment better, receive better leads, make better campaigns, etc.

COMPANY S:

Much better data quality. In our CRM system, we pull out a lot of data on our customers. It is where we have all information about our customers. However, if the data is not being updated, we may sit on misinformation.

COMPANY P:

Clearly, segment on all products, where is the most likely to make sales, apply a greater extent of segmentation (do it to a greater extent)

Go from being sales to market-oriented

	<p>COMPANY R:</p> <p>Yes, that's enough, you could probably do more activities specific to the company that had resulted in more segments due to more data, and the customers can be nuanced more and thus reach them more efficiently.</p>
<p>11. We are now at the end of the interview, is there anything you would like to add?</p>	<p>COMPANY B:</p> <p>I like market segmentation as a strategic tool because it helps a company to prioritize. It is a very important tool for marketers to use when developing a marketing strategy</p> <p>This is what most companies struggle with the most - prioritizing their resources. A very important tool in the toolbox when we develop a marketing strategy. Less structured approach in B2B</p> <p>COMPANY O:</p> <p>Capture the shift in segmentation</p> <p>COMPANY I:</p> <p>Media house in b2b - difficult. I want to know how others do it.</p> <p>COMPANY Q:</p> <p>Segmentation is too difficult, complicated, practice and theory are two different things, segmentation in B2B is done as it always has been</p> <p>COMPANY K:</p> <p>We experience lots of challenges when it comes to data collection in regards to GDPR. Customers must accept that data is being collected about them, and they have the right to be deleted, etc. This can create huge problems in the future</p>

	as they may not get good enough data to, for example, segment.
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