Conversations That Matter:
Maximizing returns from B2B CX by optimizing enterprise value chains

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Welcome

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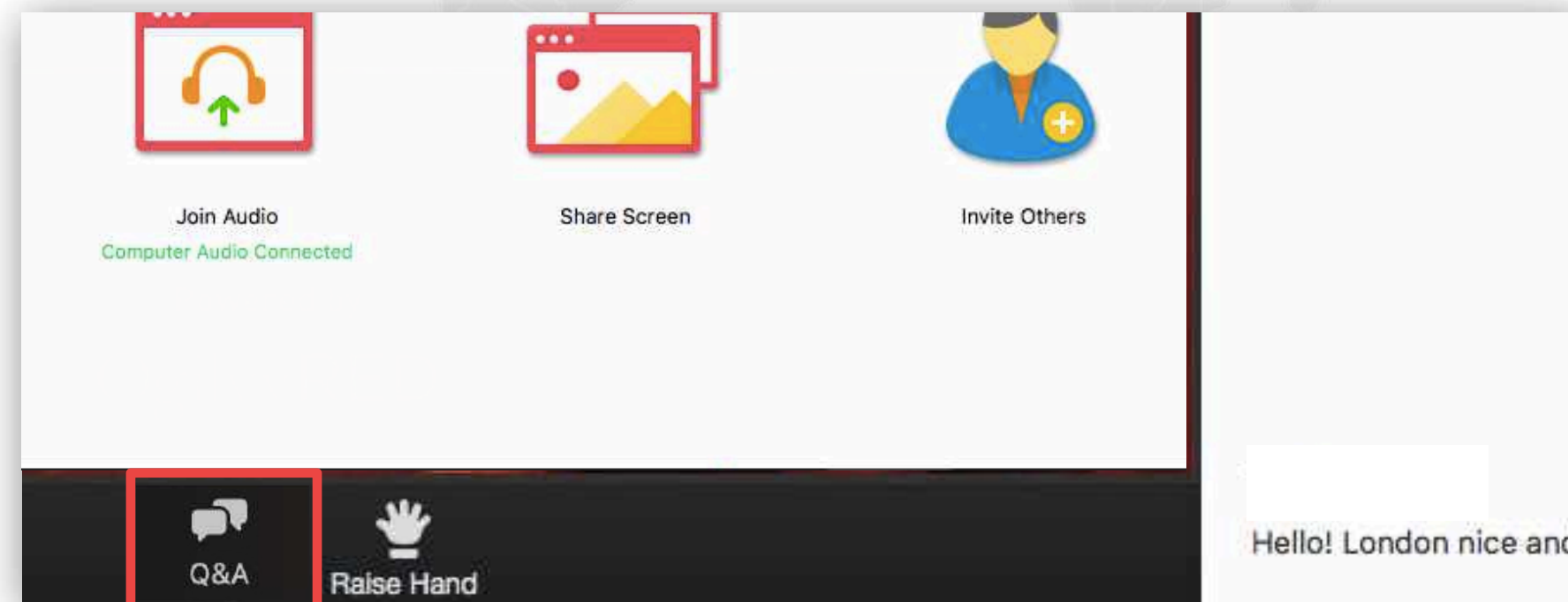Global Chief Experience Design Officer,
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Tell us where you are dialing in from!

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Raise Hand

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Conversations that Matter:

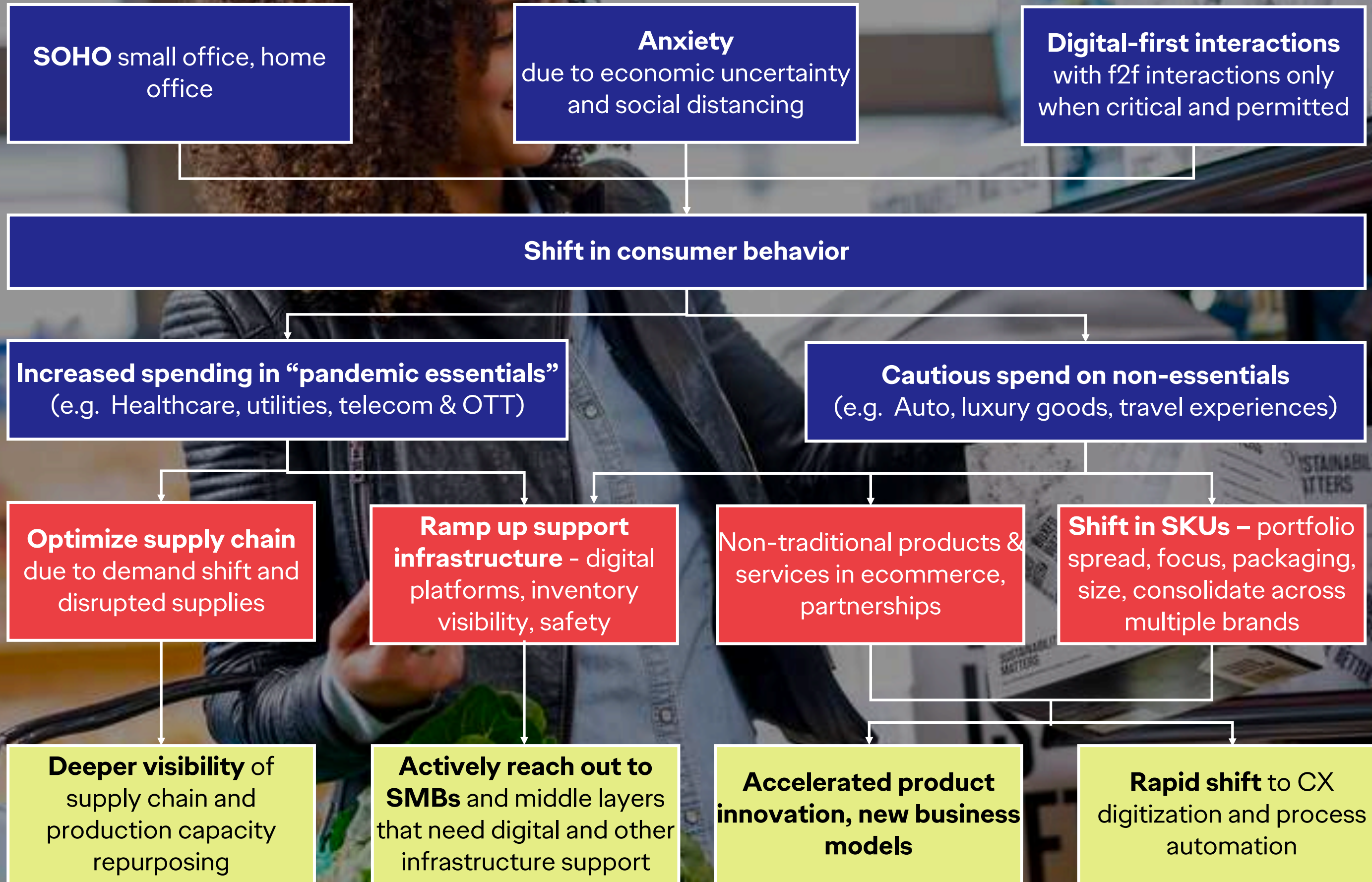## Maximizing returns from B2B CX by optimizing enterprise value chains

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1 AGE OF THE NEW INDUSTRIAL CONSUMER

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Covid-19 has changed the way your clients' and their customers think & operate, necessitating a new CX strategy

B 2 B 2 C

SOHO small office, home office

Anxiety due to economic uncertainty and social distancing

Digital-first interactions with f2f interactions only when critical and permitted

Shift in consumer behavior

Increased spending in "pandemic essentials" (e.g. Healthcare, utilities, telecom & OTT)

Cautious spend on non-essentials (e.g. Auto, luxury goods, travel experiences)

B 2 B 2 C

Optimize supply chain due to demand shift and disrupted supplies

Ramp up support infrastructure - digital platforms, inventory visibility, safety

Non-traditional products & services in ecommerce, partnerships

Shift in SKUs – portfolio spread, focus, packaging, size, consolidate across multiple brands

B 2 B 2 C

Deeper visibility of supply chain and production capacity repurposing

Actively reach out to SMBs and middle layers that need digital and other infrastructure support

Accelerated product innovation, new business models

Rapid shift to CX digitization and process automation

The B2B industry, pre COVID-19, was already one with increasing expectations

Innovation

Industry-specific expertise

Compliance

Reliability

Responsiveness

Competitive pricing

Integrated solutions

Flexible pricing models

Transparency

Scalability

Expectations and behaviors are increasingly mirroring B2C, leading to Industrial Consumerism

Innovation

Integrated Solutions

Industry-specific expertise

Compliance

Self-service

Amazon-like experience

Reliability

Responsiveness

Digital-savvy

driven by a younger buying workforce

Social channels

Value > Products

Competitive pricing

Unified experience

Personalized recommendations

Flexible pricing models

Transparency

Increasingly mobile

Engaging content

exposed to engaging consumer experiences

1 Experience needs of the B2B industry
2 Digital enablers

Scalability

Your clients prioritize their customers needs, and in the new world, you need to do the same

2 ARE YOU GEARED UP?

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The B2B industry is not geared up for these changes

Neglecting the C in B2B

Often, the experience is only limited to the immediate client.

Being able to empathize with the issues and opportunities of your clients' customers is a strong differentiator

Uneven mix of human & digital

B2B clients still need empathy.

While some buyers prefer sales personnel when making a purchasing decision, others prefer self service for routine reordering.

Oversimplifying B2B engagement

Unlike B2C, B2B CX needs to differentiate between account level engagement and individual personnel as well as large vs niche clients.

A one-persona or one-size-fits-all approach never works

Not empowering your employees

Some enterprises fail to realize that for any CX to come to life, there is a need to empower employees and set the right processes

Technology is only an enabler of CX. Its every employee who lives it out

Fail to measure and improve

No CX programs are successful immediately.

It's critical to design programs with success measurement built-in and a feedback loop to improve CX continuously

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Alleviating CX headwinds creates strong economic benefits and value creation, but needs to be done right

3%
Growth in B2B companies' retention rate since inception of 3-year CX programs

(Customer Gauge in collaboration with MIT CISR, The 2018 NPS & CX Benchmark Report)

3x
More likely to significantly exceed their 2019 business goals for companies leading in CX

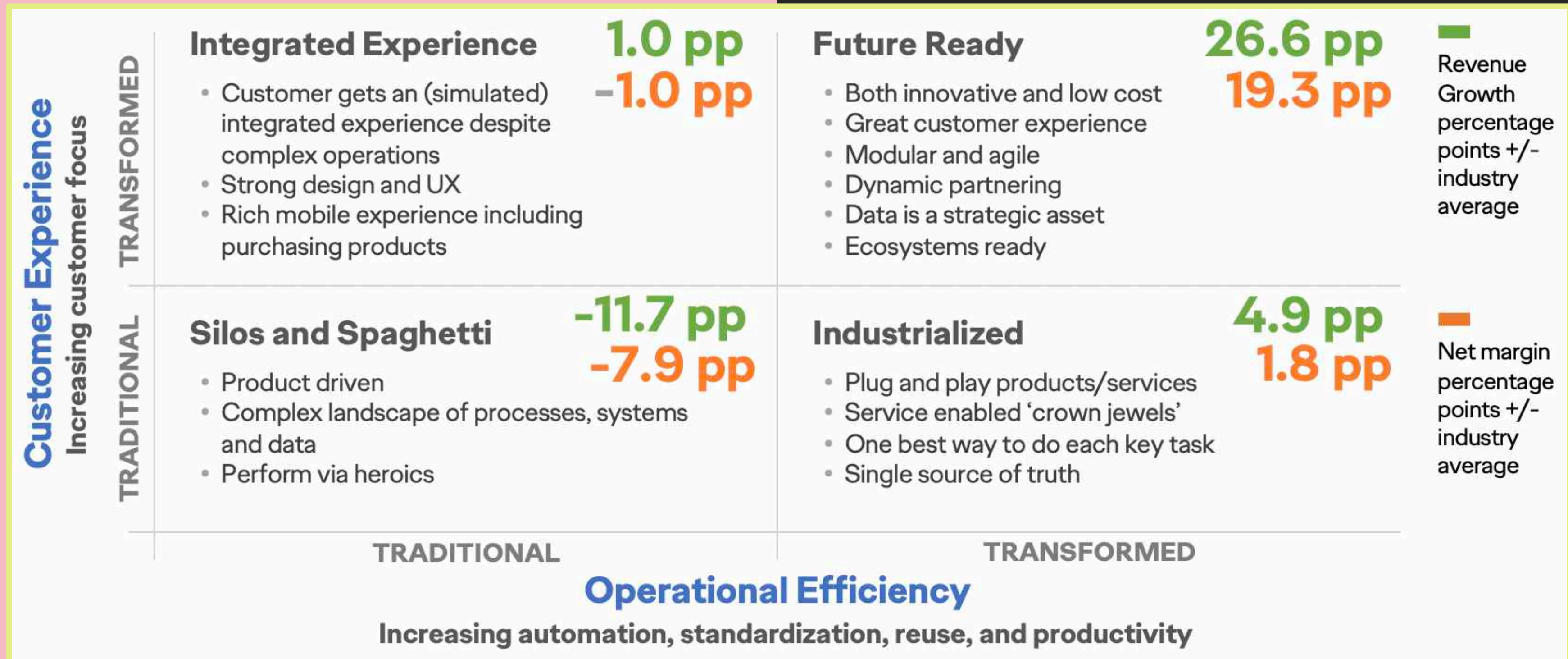(Adobe Digital Trends Report, 2020)

56
Out of 60 B2B websites failed to offer an engaging content experience

(Forrester 2019, B2B Websites Still Fail Our Customer Engagement Test)

The business case for becoming Future Ready: Future Ready firms have the best profit margin

MIT CENTER FOR INFORMATION SYSTEMS RESEARCH

Customer Experience — Increasing customer focus

TRANSFORMED

Integrated Experience
- Customer gets an (simulated) integrated experience despite complex operations
- Strong design and UX
- Rich mobile experience including purchasing products

1.0 pp
−1.0 pp

Future Ready
- Both innovative and low cost
- Great customer experience
- Modular and agile
- Dynamic partnering
- Data is a strategic asset
- Ecosystems ready

26.6 pp
19.3 pp

— Revenue Growth percentage points +/- industry average

TRADITIONAL

Silos and Spaghetti
- Product driven
- Complex landscape of processes, systems and data
- Perform via heroics

−11.7 pp
−7.9 pp

Industrialized
- Plug and play products/services
- Service enabled 'crown jewels'
- One best way to do each key task
- Single source of truth

4.9 pp
1.8 pp

— Net margin percentage points +/- industry average

TRADITIONAL   **TRANSFORMED**

Operational Efficiency
Increasing automation, standardization, reuse, and productivity

Four pathways to being future-ready

Customer Experience
Increasing customer focus

TRANSFORMED

Integrated Experience

Future Ready

2

4

TRADITIONAL

Silos and Spaghetti

Industrialized

3

1

TRADITIONAL

TRANSFORMED

Operational Efficiency
Increasing automation, standardization, reuse, and productivity
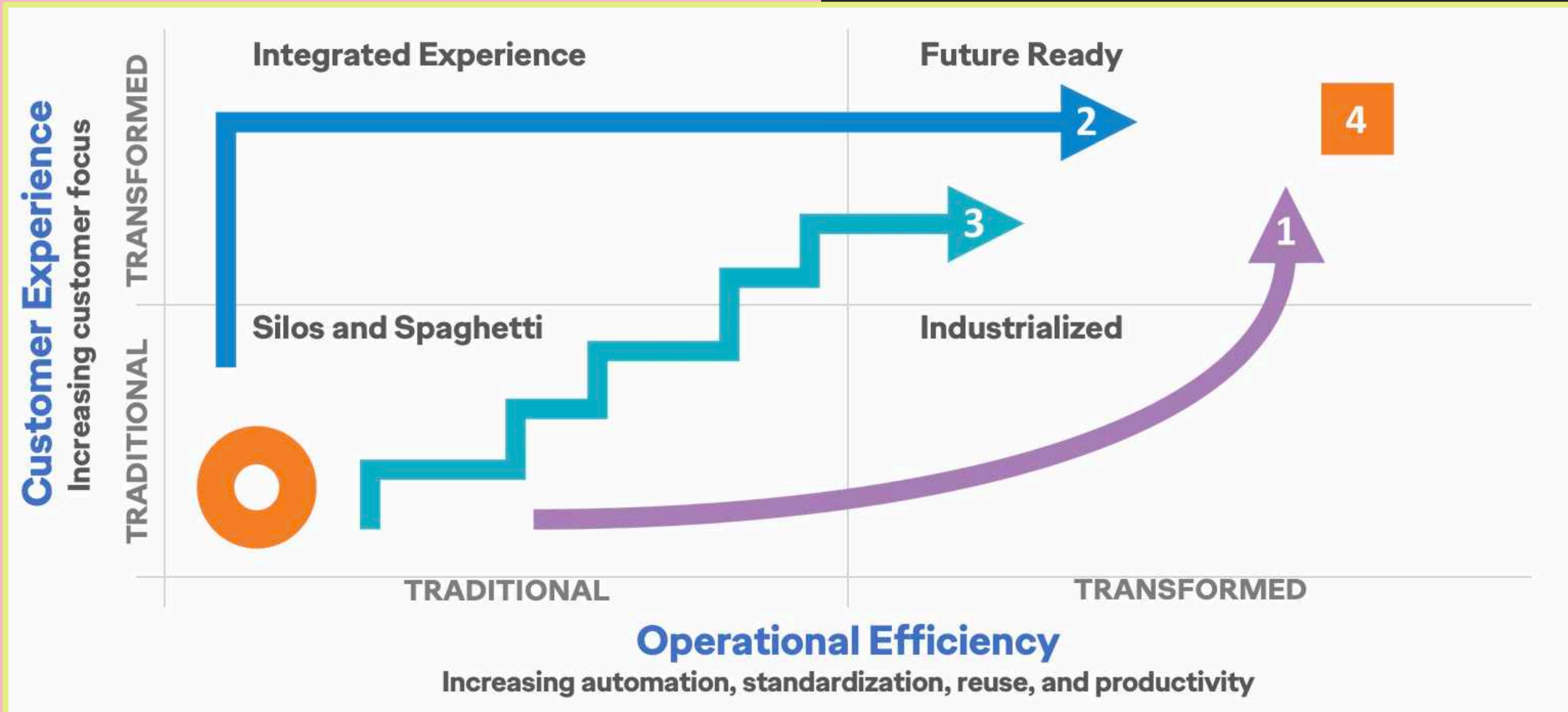
21.2 Months before measurable results

Note:
Pathway lines are based on a series of informal interviews (conducted between 2015 and 2017) on digital transformation with senior executives globally.
The lines were confirmed via the MIT CISR 2017 Pathways to Digital Business Transformation survey (N=400). Explosions represent significant organizational changes.

3 THE BUSINESS VACCINE

We are moving towards Industrial Consumerism, and it needs a new type of response from B2B enterprises

NEW WAYS OF WORKING

NEW WAYS OF SELLING

NEW WAYS OF CUSTOMER EXPERIENCE

Always-on Omni-Channel Experience

Culture
Employees
Tools
Processes
Systems
Structure

Mobile
Direct sales
Email
White paper
Content
Events
Website
Social
Voice

B2B enterprise

Seller

B2B buyers

End customers

DIGITAL TECHNOLOGY AS ENABLER

Designing the value chain to maximize benefits all the way to the end-consumers is imperative

The enterprise response to Industrial Consumerism must be **holistic**:
new ways to provide customer experience, new ways to sell and new ways to work, all enabled by a Digital foundation

Customer journeys beyond visible touchpoints

Omni-channel experience

Intelligent Self-service

NEW WAYS OF CUSTOMER EXPERIENCE

Personalization at Scale

Co-innovate with customers & partners

Ecosystems & partnerships

Change management

NEW WAYS OF WORKING

Automation

Modernize core commercial process

Business model innovation

Cloud first

NEW WAYS OF SELLING

DIGITAL TECHNOLOGY AS ENABLER

Attribution & scalability in ABM

Value based selling

Data-driven processes

Progressing leads through dynamic qualification

AI-enabled sales support

Mobile first strategy

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Fulfilling the experience has to start deep inside the organization, impacted by marketing, sales and the post-sales services

Customer view

AWARE   **INTEREST**   **CONSIDER**   **EVALUATE**   **PURCHASE**   **SERVICE SUPPORT & LOYALTY**

Identify a problem

Online research

Attend events and webinar

Plan & activate personalized campaigns

Publish thought leadership content

Visit vendor website

Manage inquiries

Download whitepaper & read product specs

Track & qualify leads

Peer discussion

Vendor consultation

Live demo

Invite vendor to RFP

Vendor evaluation

Lead nurturing

Handover MQL to sales

Track campaign effectiveness

Submit quotation

Capture leads

Score and assign leads

Qualify leads

Follow up with SQLs & educate them

Progressive scoring and convert to opportunity

Clarification with shortlisted vendors

Finalise vendor with procurement

Manage pipeline & sales forecasting

Negotiate contract terms

Raise tickets & queries

Extend contracts and expand portfolio

Re-connect with customers & activate brand loyalists

Share journey with peers

Re-targeting for cross selling and upselling oppty

Finalise contract

Onboard customer

Align with marketing on retargeting campaigns

Manage support tickers

Align with sales on oppty based on service history

Track SLAs

> Recognizing & expanding
> *enterprise value chains*

Legend:
- ● Customer Journey
- ● Marketing Journey
- ● Sales Journey
- ● Service Journey

Internal process view

INQUIRY   **PROSPECT**   **TQL**   **SQL**   **OPPORTUNITY**   **SALES**   **POST SALES**

TQL – Tele Qualified Leads   SQL – Sales Qualified Leads

TRANSFORMATION IS ABOUT THINKING BIG, BUT STARTING SMALL

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CX is a journey and not a string of discrete initiatives; think Big, start small

Measure your CX Maturity **1**

Get those first wins **2**

Think Value Chains **3**

Know your current maturity in CX across competencies, benchmarking against the competition, industry and ecosystem

Initiatives with a low turn around time
- gains your customer's confidence in your CX promise
- aligns internal support within the enterprise for a larger transformation
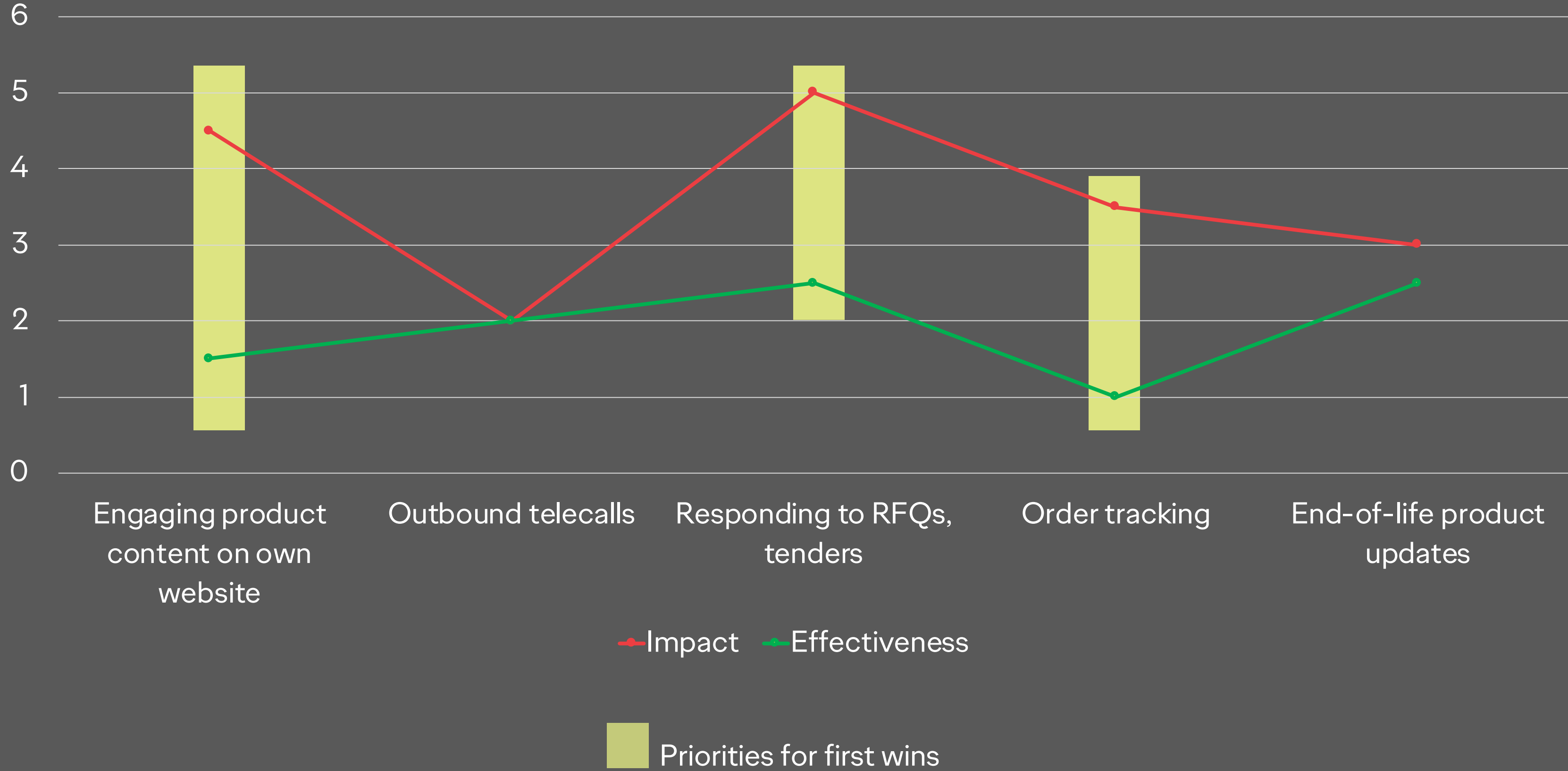- creates a flywheel effect

Change the customer experience at a touchpoint, BUT,

Not without thinking through the strategy, processes and structure that influence the experience i.e. **Enterprise Value Chains**

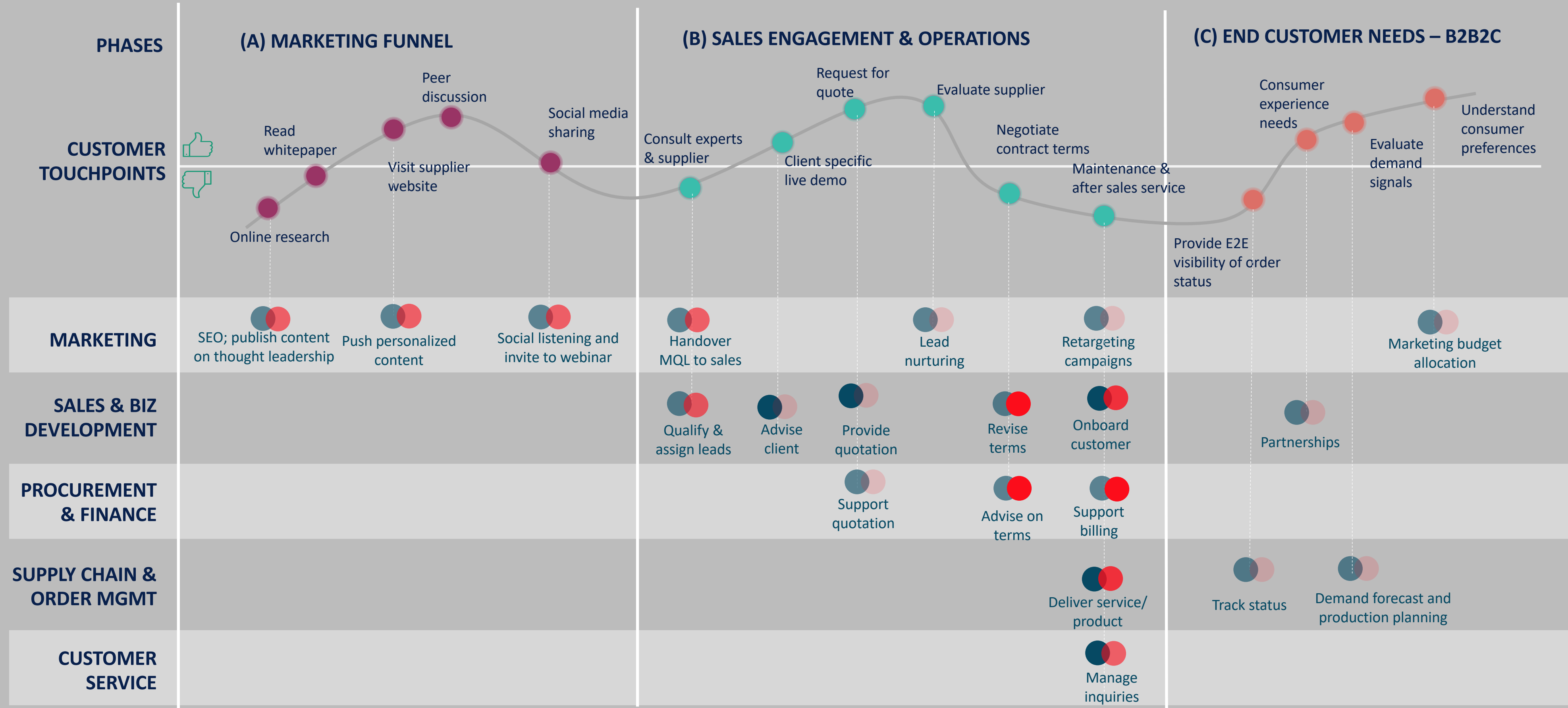# Measure your CX Maturity across competencies, and define the target level and time horizon to achieve it

Excelling
CX becomes a way of business and working while scaling the CX ecosystem

Accelerating
Establish a ROI on CX and proficient with CX technology. Align employee experience with CX

Committing
Secure support for CX among executives and define CX strategies with clear targets, and resources allocation

Emerging
Realize the importance of customer centric approach and have begun assessing their CX capabilities

Learning
Beginning to experiment with CX process, tools and improvements.

Get those first wins while laying foundations for a transformation

Touchpoint Analysis

Legend: Impact, Effectiveness, Priorities for first wins

X-axis categories: Engaging product content on own website, Outbound telecalls, Responding to RFQs, tenders, Order tracking, End-of-life product updates

Optimize internal & ecosystem processes that influence experiences and improve enterprise value chains

PHASES	(A) MARKETING FUNNEL	(B) SALES ENGAGEMENT & OPERATIONS	(C) END CUSTOMER NEEDS – B2B2C

CUSTOMER TOUCHPOINTS

- Online research
- Read whitepaper
- Visit supplier website
- Peer discussion
- Social media sharing
- Consult experts & supplier
- Client specific live demo
- Request for quote
- Evaluate supplier
- Negotiate contract terms
- Maintenance & after sales service
- Provide E2E visibility of order status
- Consumer experience needs
- Evaluate demand signals
- Understand consumer preferences

MARKETING
- SEO; publish content on thought leadership
- Push personalized content
- Social listening and invite to webinar
- Handover MQL to sales
- Lead nurturing
- Retargeting campaigns
- Marketing budget allocation

SALES & BIZ DEVELOPMENT
- Qualify & assign leads
- Advise client
- Provide quotation
- Revise terms
- Onboard customer
- Partnerships

PROCUREMENT & FINANCE
- Support quotation
- Advise on terms
- Support billing

SUPPLY CHAIN & ORDER MGMT
- Deliver service/product
- Track status
- Demand forecast and production planning

CUSTOMER SERVICE
- Manage inquiries

IMPACT: IMPORTANCE TO CUSTOMERS

EFFECTIVENESS: YOUR PERFORMANCE

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5 WHAT DOES THIS MEAN TO YOUR ENTERPRISE

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3 takeaways

- It is time to reevaluate the relevance of your CX strategy in todays' **Industrial Consumerism** times, accelerated further by COVID-19

- A great CX does not stop at taking a customer centric approach at all visible touchpoints – start looking at the underlying **Enterprise Value Chains**

- **Think Big, Start Small** – make small changes to the weakest enterprise value chains with the most promise, and measure the impact

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Questions?
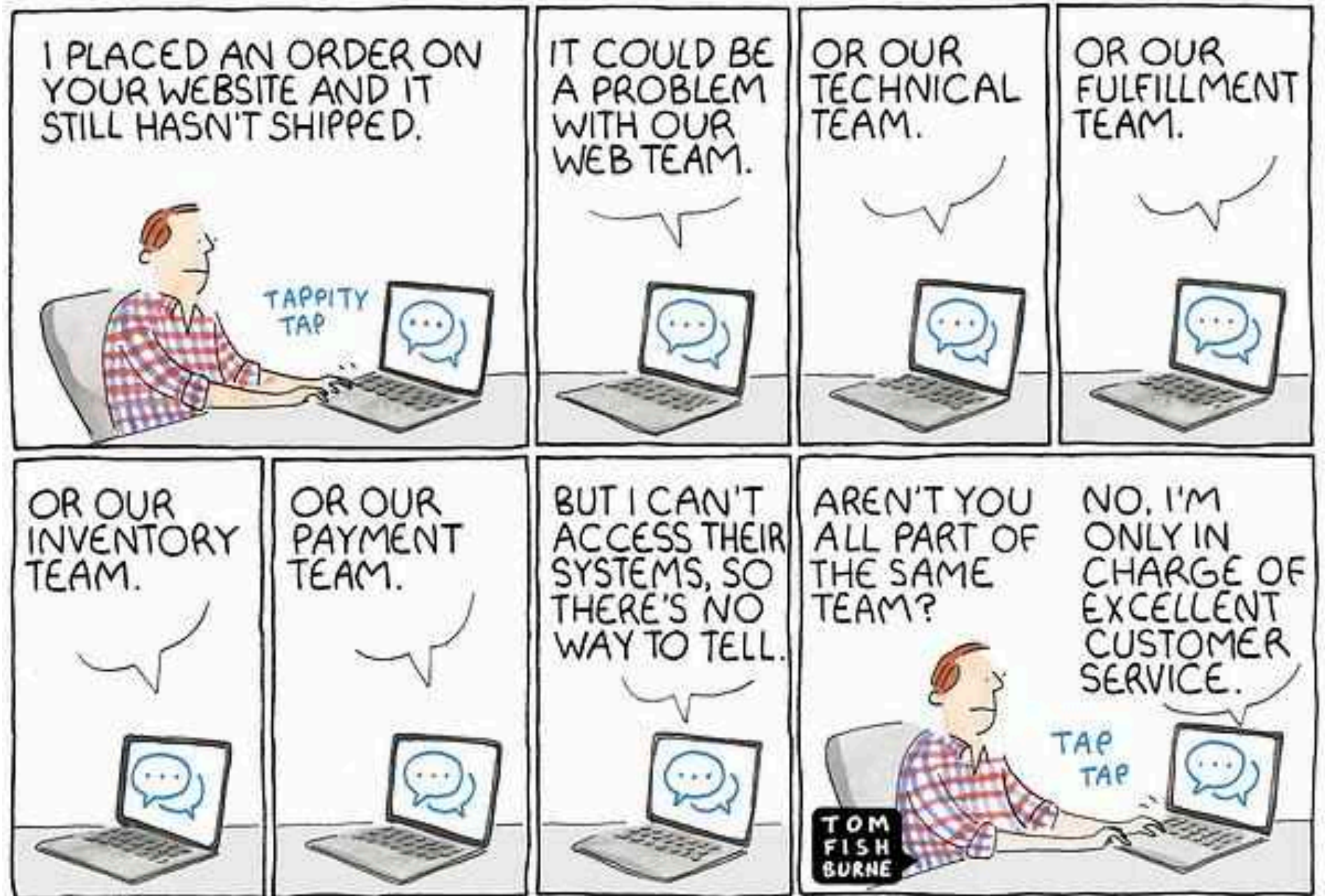
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