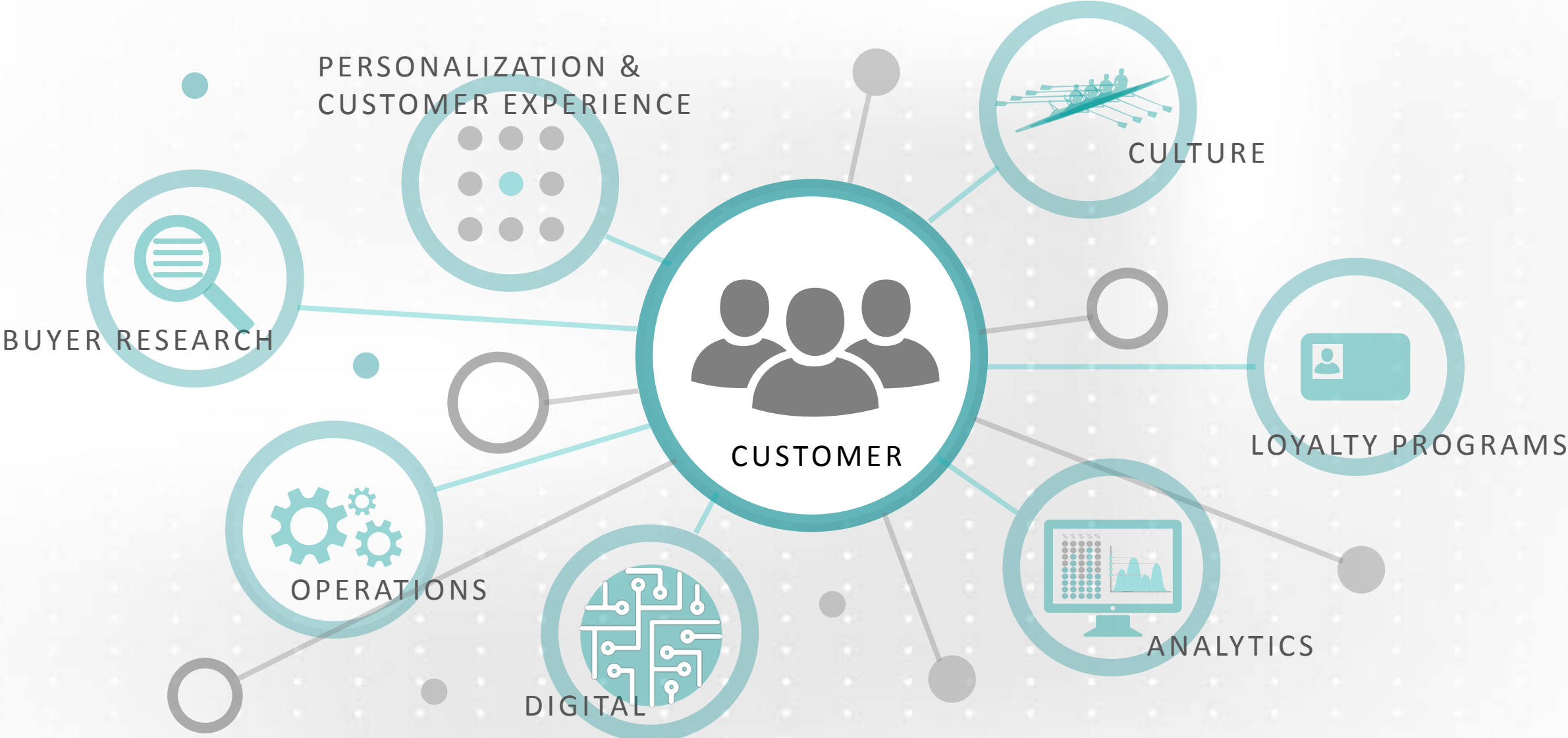


# THE STORY OF THE CUSTOMER

Rapid change  
in B2B customer  
expectations

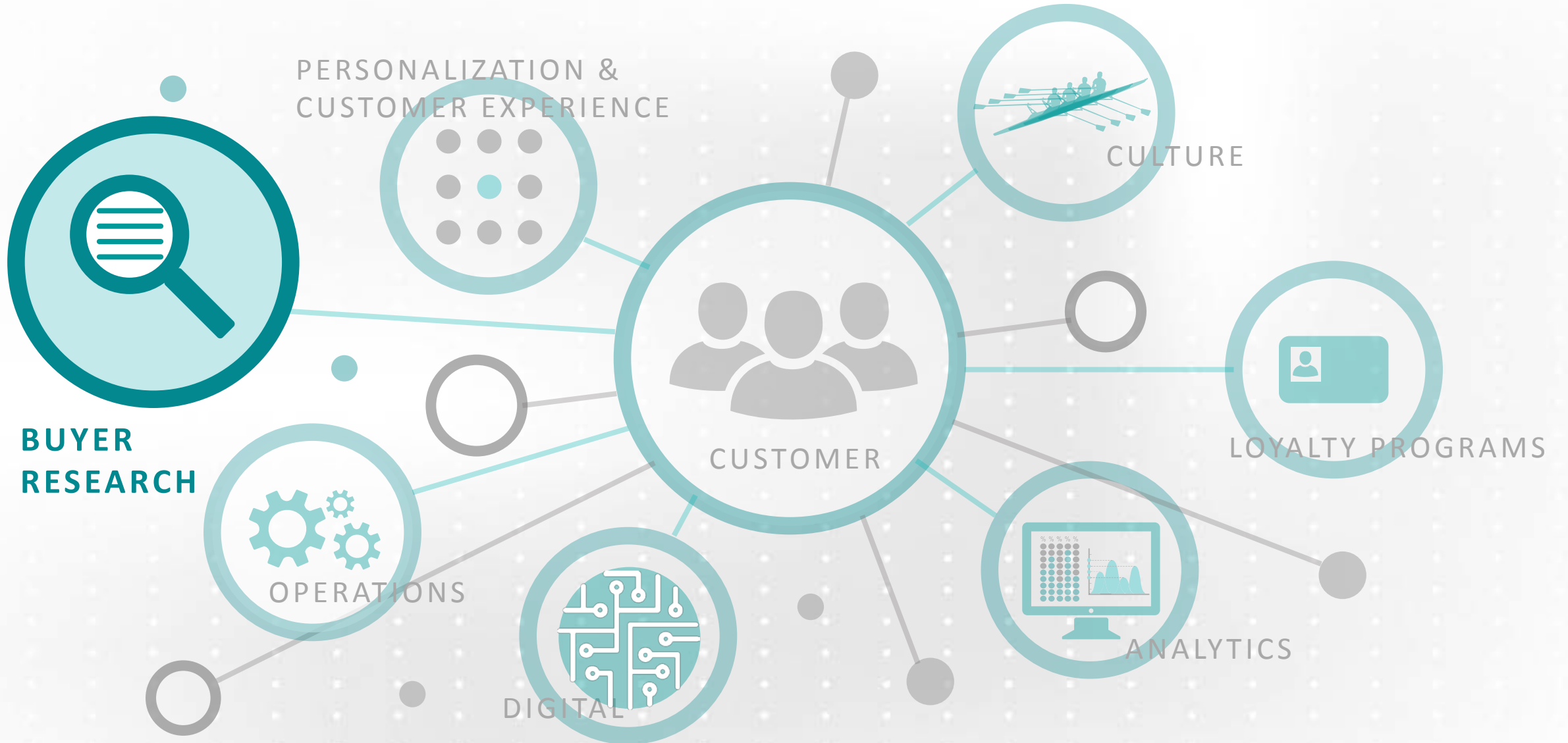
# RAPID CHANGE

## IN CUSTOMER EXPECTATIONS



# RAPID CHANGE

## IN CUSTOMER EXPECTATIONS



# BUYER RESEARCH

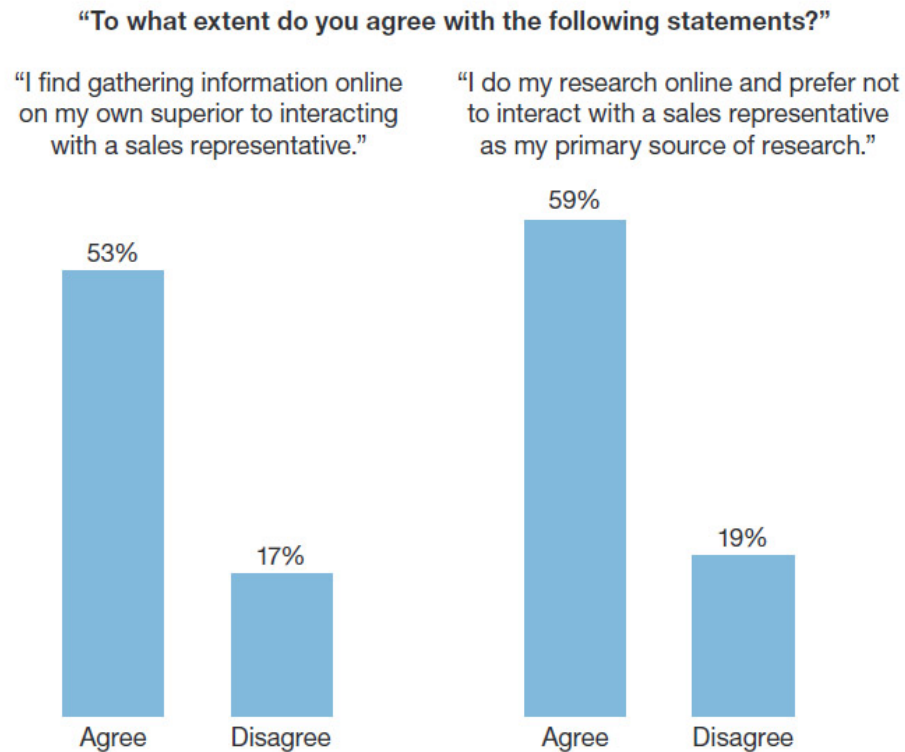


- Your Prospects Don't Want You To Call Them

# BUYER RESEARCH

YOUR PROSPECTS DON'T WANT YOU TO CALL THEM

FIGURE 1 B2B Buyers Prefer To Direct Their Own Research Journeys Before Engaging With A Sales Rep



Base: 238 US B2B buyers and sellers

Source: Forrester/Internet Retailer Q1 2015 US B2B Buyer Channel Preferences Online Survey

B2B marketers are prescribing journeys, not enabling customer-directed journeys

Marketers need to embrace our role as the custodians of the self-directed research journey

# BUYER RESEARCH



- Your Prospects Don't Want You To Call Them
- Deploy Self-Service Tools To Enable Buyer Research Success

# BUYER RESEARCH

DEPLOY SELF-SERVICE TOOLS TO ENABLE BUYER SUCCESS



- **Self-Service Tools Accelerate Research**
  - Organic Search
  - Contextual Help/FAQS
  - Virtual Assistants
- **Self-Service Research Also Improves Engagement**
  - Retaining more prospects
  - Creating self-qualified leads
  - Feeding Intelligent

# BUYER RESEARCH

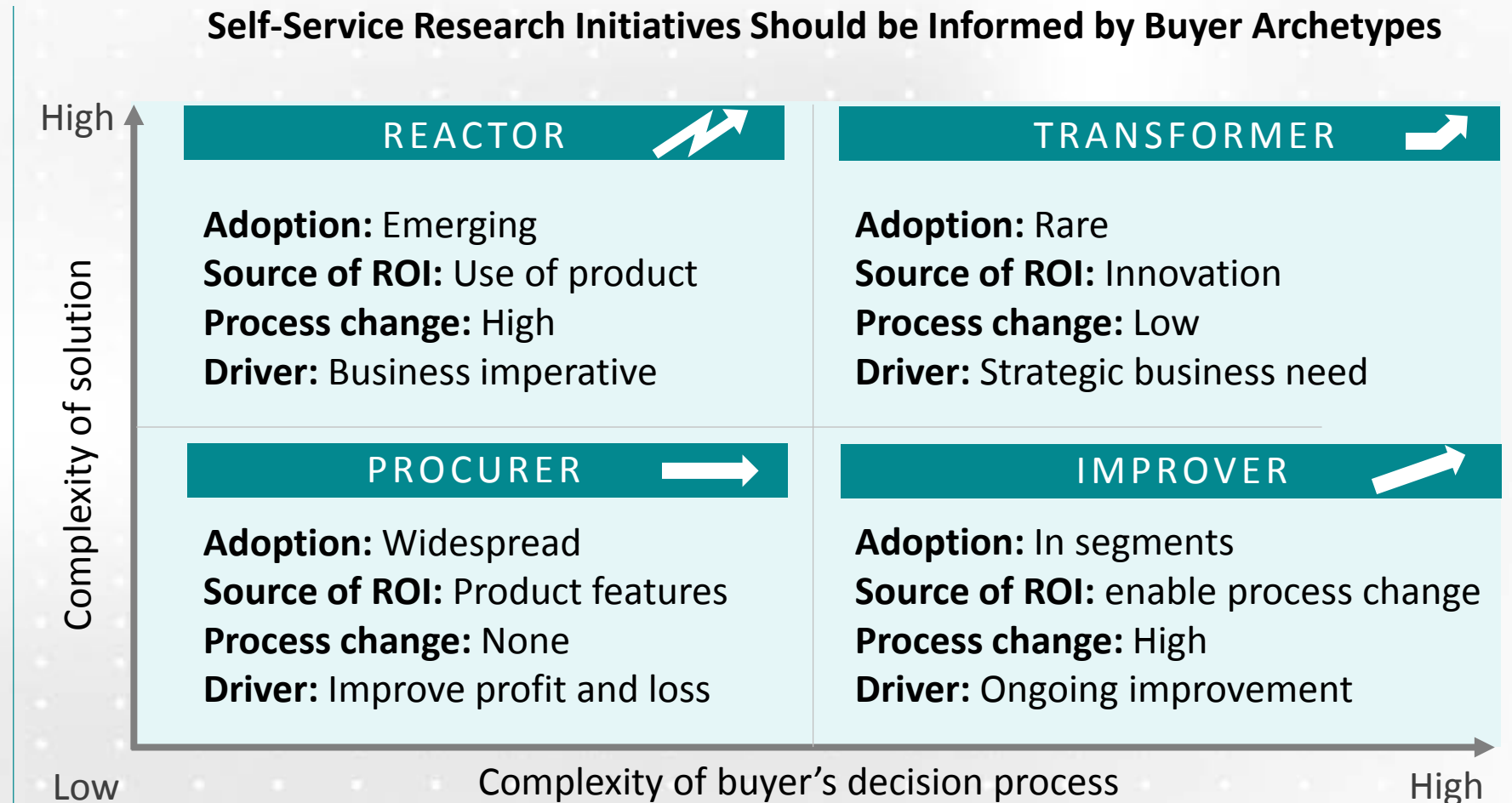


- Your Prospects Don't Want You To Call Them
- Deploy Self-Service Tools To Enable Buyer Research Success
- Understanding Buyer Archetypes Optimizes Self-Service Outcomes



# BUYER RESEARCH

UNDERSTANDING BUYER ARCHETYPES OPTIMIZES SELF-SERVICE OUTCOMES



Source: Forrester/Internet Retailer Q1 2015 US B2B Buyer Channel Preferences Online Survey

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# BUYER RESEARCH

## RECOMMENDATION

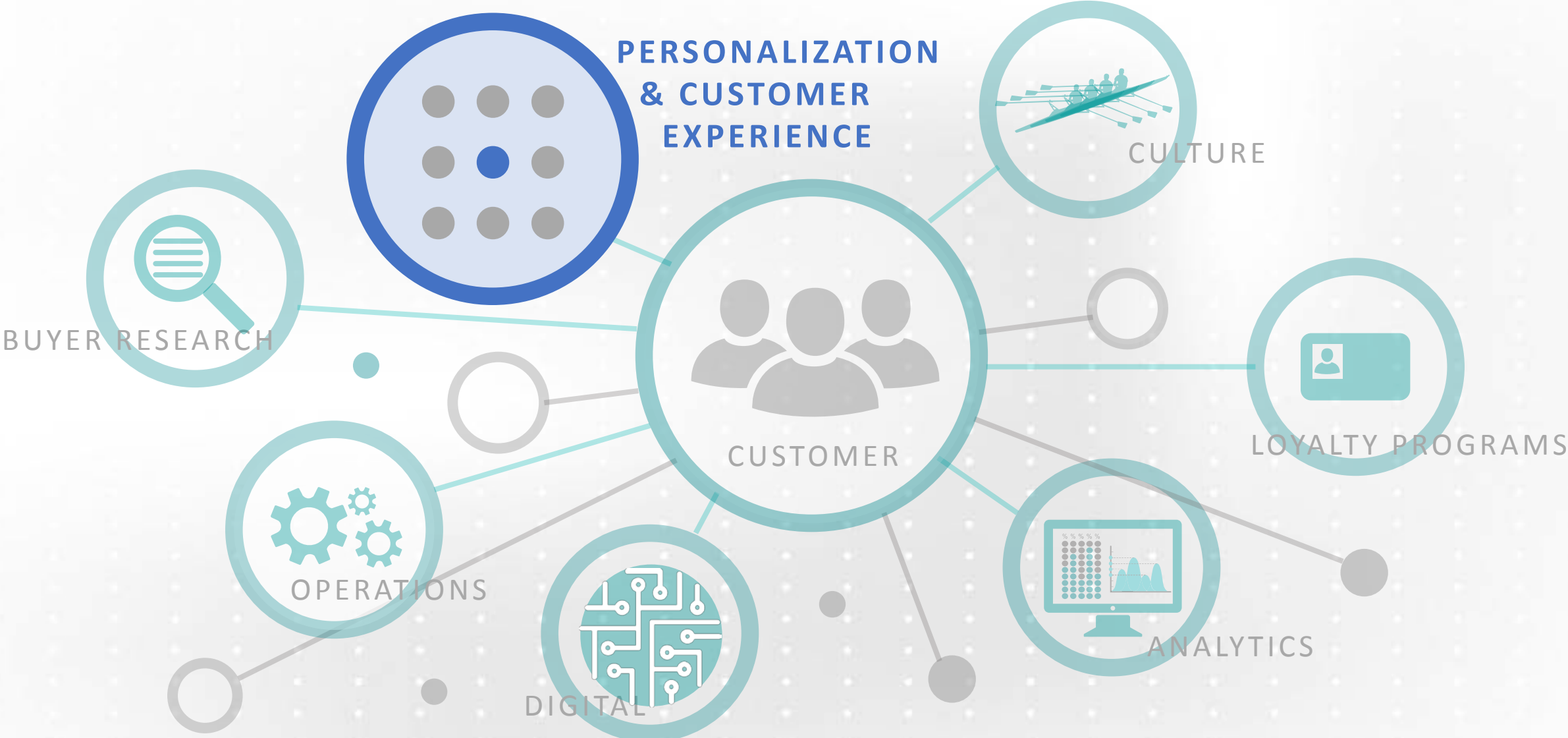


### Deploy Proven Self-Service Tools And Processes

- Solve the search problem first
- Determine if an intelligent virtual assistant is right for your company
- Mine self-service data to improve your content, context and conversion

# RAPID CHANGE

## IN CUSTOMER EXPECTATIONS

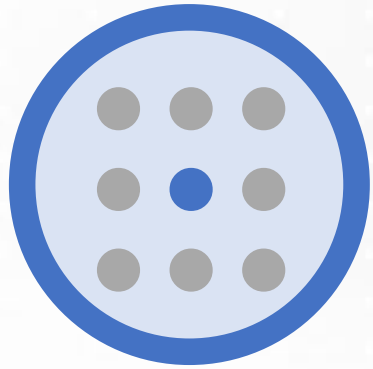


# PERSONALIZATION & CUSTOMER EXPERIENCE



# PERSONALIZATION & CUSTOMER EXPERIENCE

## RECOMMENDATION



- Ensure omnichannel experiences for customers
- Look for ways to bridge sales information into customer information (acquisition to retention)
- Blend customer segments, customer behaviors and “moments of truth” across channels to enhance experiences

# RAPID CHANGE

## IN CUSTOMER EXPECTATIONS



# CULTURE



- Transitioned from a perceived luxury to a critical path for customer-focused operations
- Everyone rowing in the same direction will accelerate the shift
  - Culture fuels change
  - Culture drives speed and efficiency

# CULTURE

## RECOMMENDATION



- Building or changing culture takes time and needs to happen in the early stages of change
- The changes need to come from the heart of the organization
- Leaders need to identify ways to empower employees across an organization at all levels to put the customer first



# RAPID CHANGE

## IN CUSTOMER EXPECTATIONS



# LOYALTY PROGRAMS



- Many current Loyalty Programs focus on participation
- What customers increasingly value is a shared purpose and experience with a brand
- Customers want to work with your business to customize their products or even design their own products

# LOYALTY PROGRAMS

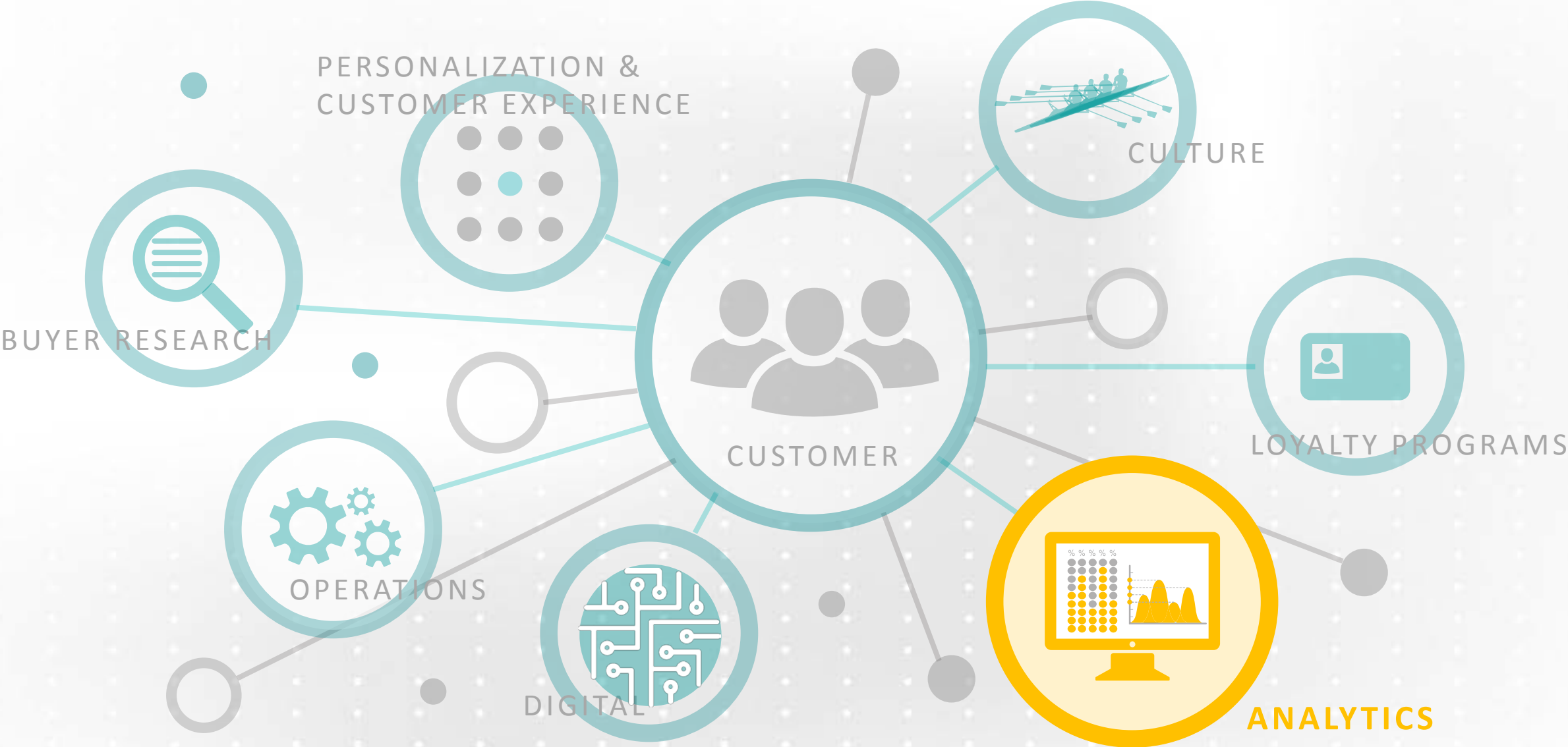
## RECOMMENDATION



Put in place programs that allow customers to **be a part** of your business; don't try to optimize aged loyalty programs that have minimal impact on affinity or spend

# RAPID CHANGE

## IN CUSTOMER EXPECTATIONS



# ANALYTICS



- Analytics is a key competitive weapon
- But data is diverse, dispersed across systems, and dynamic — and now includes more and more crowdsourced and social data
- Big data provided the potential to understand more, anticipate better, and gain competitive advantage — but in reality, it mostly drowned operations with too much data and too few insights

# ANALYTICS

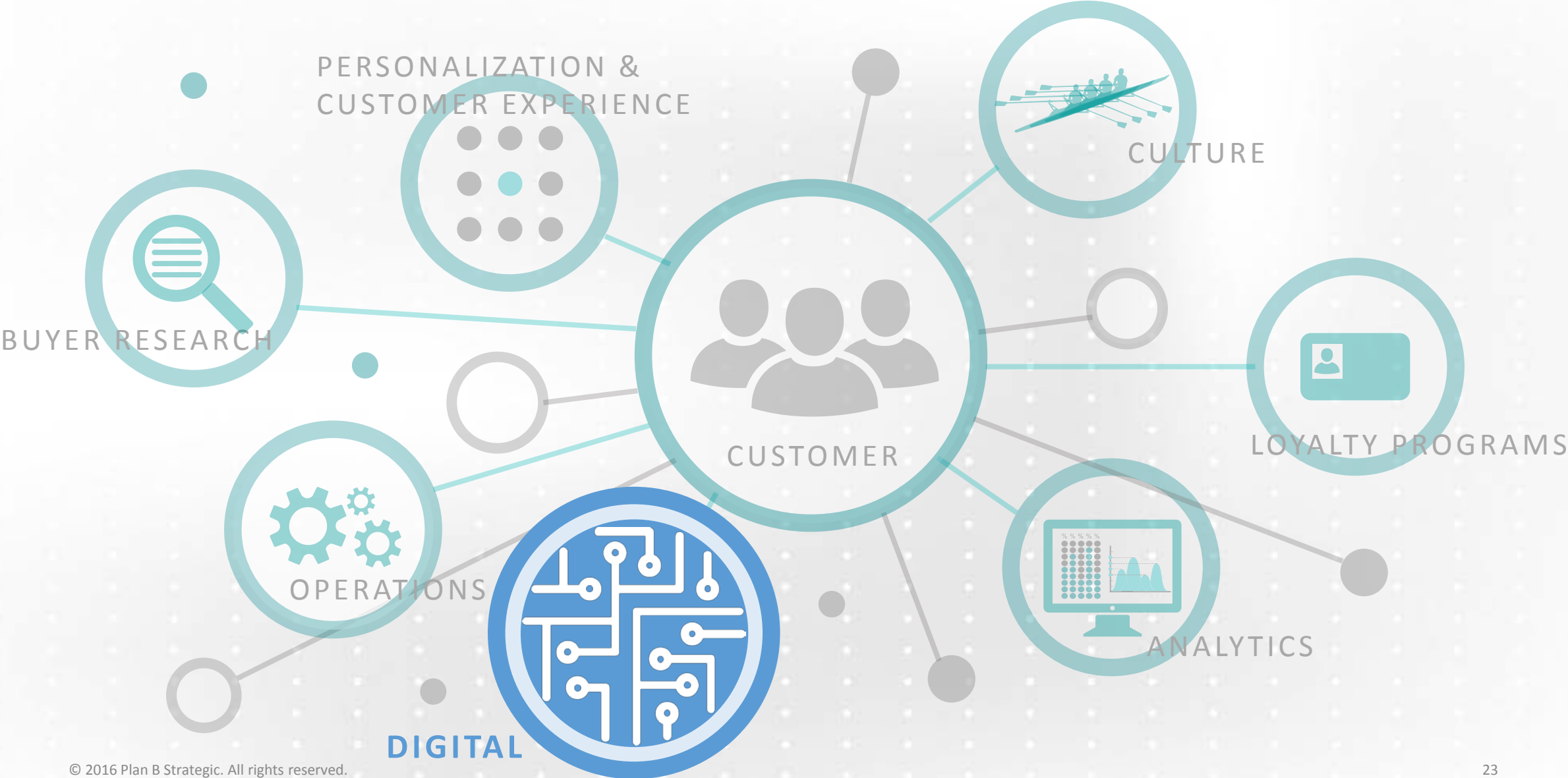
## RECOMMENDATION



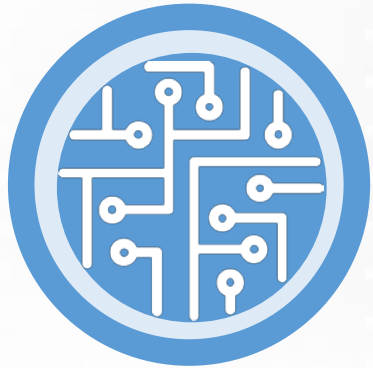
- Address the diversity of data and look for the opportunities to deliver real customer value
- Prioritize actions by anticipated impact of customer value
- Unite data across the customer lifecycle

# RAPID CHANGE

## IN CUSTOMER EXPECTATIONS



# DIGITAL

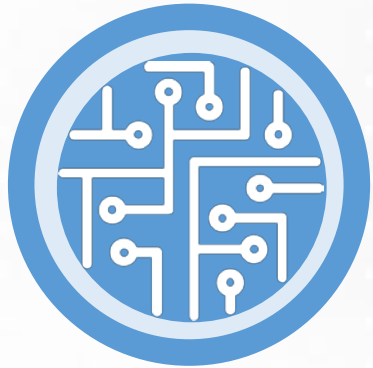


- Digital dabbling is a fatal strategy
- Innovation spend is on the rise, digital skills are in hot demand, and a new breed of digitally savvy senior leaders is emerging
- Digital a core driver of business transformation, not simply decoration



# DIGITAL

## RECOMMENDATION



- Embed digital into all parts of the business, harmonize virtual and human experiences, and be able to rapidly shift to meet the behavior of customers
- Ensure that the customer remains at the center of your digital strategy
- Use digital data to inform other touchpoints and channels. Let digital make your entire organization intelligent about the customer

# OPERATIONS

HOW DO WE OPERATE TO WIN?



# OPERATIONS

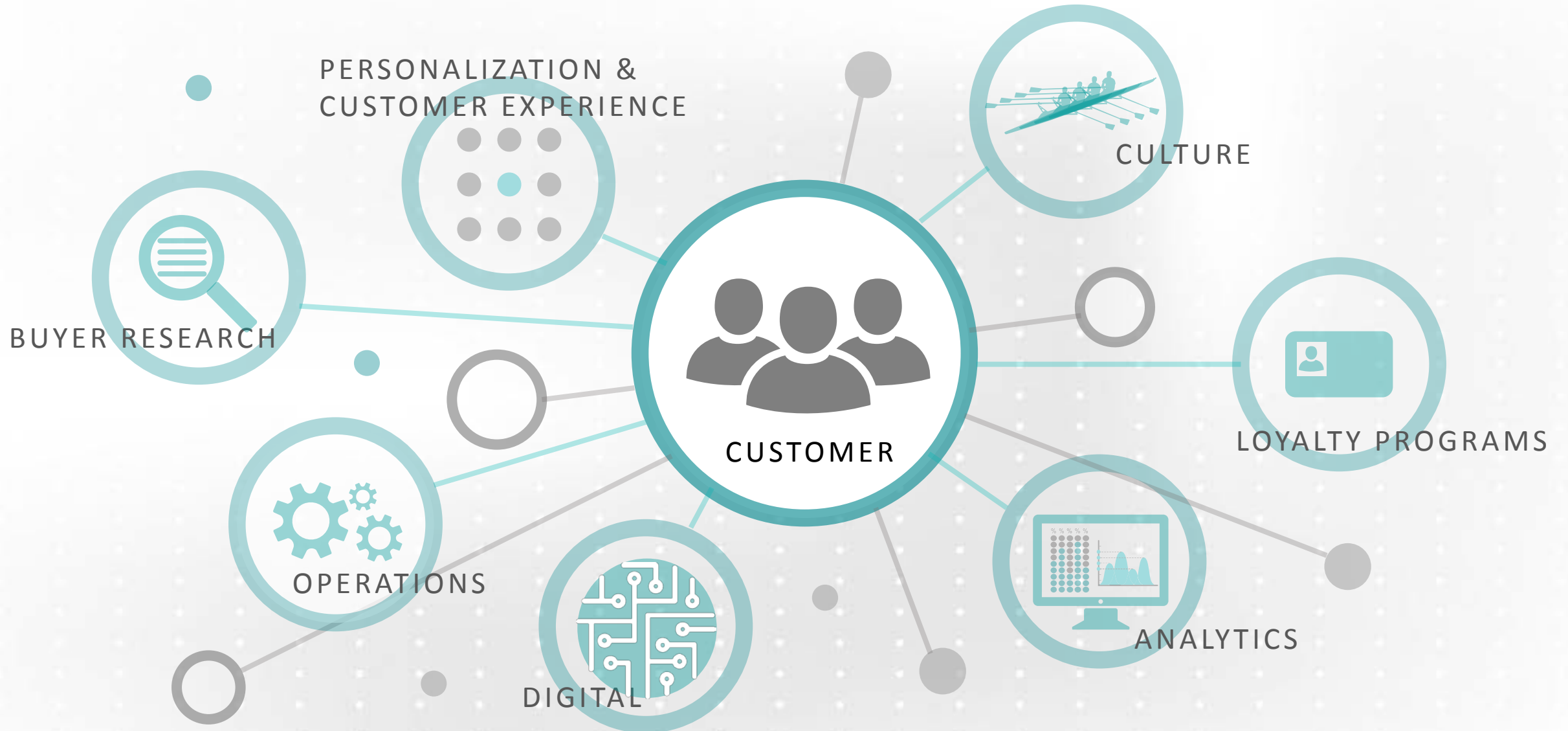
## RECOMMENDATION



Operations is shifting:

- From being aware of customer wants and needs to obsessing about the value and personalization of customers' experiences
- From wrangling big data to using analytics that enables personalized services across human and digital touchpoints
- From seeking perfection to (imperfectly) moving at the speed of dynamic customers and disruptors
- From optimizing within functions to working cross-functionally to deliver consistent value across customer journeys

# IT IS THE STORY OF THE CUSTOMER



# THE STORY OF THE CUSTOMER

Plan B Strategic

[sicily@sicilydickenson.com](mailto:sicily@sicilydickenson.com)

twitter: @sicilydickenson

linkedin: <https://www.linkedin.com/in/sicilydickenson>