

Special Webcast

How To Organize For A Differentiated B2B Customer Experience

March 30, 2022

THE CONFERENCE BOARD 

Align**org**
SOLUTIONS



Some of the critical questions and issues we will be answering today

- How can Customer Experience be a differentiator for an organization?
- Why is customer segmentation critical to creating a great customer experience?
- All parts of an organization must be aligned to the strategy to create a good customer experience.
- Understand the four steps to create a great customer experience.



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(via the Q&A box)

A square icon with a blue border containing the letters 'Q' and 'A' with an ampersand between them.

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Today's Speakers



Sharon Moura
Principal and Client Executive
AlignOrg Solutions



Doug Von Feldt
Engagement Executive
AlignOrg Solutions



**Stacy Starkka, PhD
(Moderator)**
Distinguished Principal Research Fellow,
Human Capital
The Conference Board



Business Buyer Expectations Mirror Growing Consumer Expectations

Customers' expectations for empathetic and personalized engagement don't stop when they go to work. Much like consumers, business buyers see a gap between their expectations and the reality they experience.



< 50%

Average B2B
CX score

**Inceptresults.com*



2/3

Companies
compete on
CX

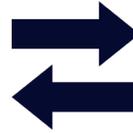
**McKinsey &
Company*



70%

Enterprise
CEOs see UX
& CX as a
differentiator

**Fullstory.com*



76%

Will switch to
a competitor
after one bad
experience

**Acquia.com*



84%

Say
experience is
as important
as product or
service

**Userzoom.com*



91%

Are likely to
repeat
purchase after
a positive
experience

**State of the Connected
Customer, Oct '20*

Poll Question

What is a differentiating customer experience?

- One that distinguishes your organization from the competition
- One that your customers value and is a reason they choose you
- Being great at every interaction with the customer
- Focusing only on the customer service function

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Is and Is Not



A differentiated customer experience IS...

- One that distinguishes your organization from the competition
- One that your customer's value and is a reason they choose you



A differentiated customer experience IS NOT.....

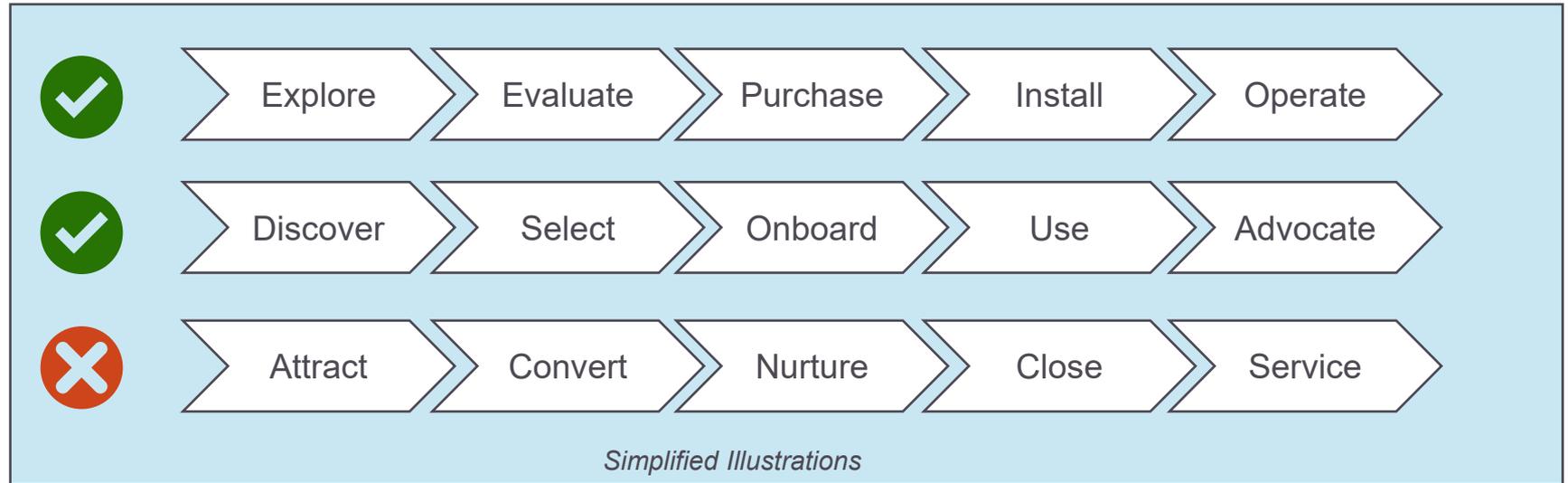
- Delighting the customer at every interaction
- Focused only on customer service

A differentiating customer experience is often described as “amazing” or “best in class.” If your organization provides uniquely compelling experience and attracts new customers, it’s likely a differentiating customer experience.



Your Customer's Journey Matters

- Built from customer data and insight
- Always from the customer's perspective
- Used to design the experience for the customer's desired journey





Where will an “at par” CX will be ok?

It depends....



DUPONT



NOAH CHEMICALS





Where a differentiated B2B CX will help your organization win

It depends... some customer touch points have greater strategic value than others.



Life Sciences
Manufacturer



Building
Equipment
Manufacturer



Healthcare
Product
Manufacturer



Software-as-
a-Service
Provider



Telecom
Provider



Identify your customer's critical moments before you begin to deliver a strategic differentiated B2B experience.



There are many ways to segment customers. This organization looked at how customers wanted to interact with them



Minimum Touch

- Product information
- Digital interaction
- Live person via phone
- Content library



Emerging

- Single point of contact
- Inside sales contact
- General marketing insights
- Forecasting support
- Help driving end user demand
- Business generation
- Flexibility, agility
- Proactive recommendations based on prior behavior
- Portal access for information

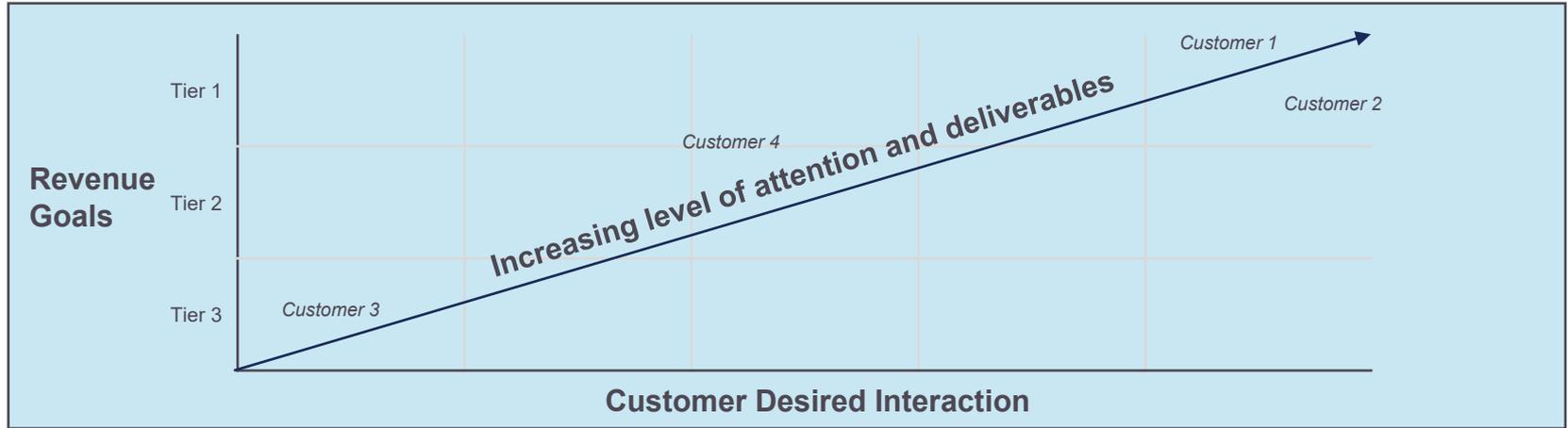


White Glove

- New idea collaboration
- High-touch partner collaborator
- Forecasting
- Channel Manager interaction
- Interaction with sales organization
- Dedicated account team
- Customized insights
- Proactive solutions to issues
- Quarterly joint planning
- POS data analysis
- System integration



Customer Segmentation



	 Minimum Touch	 Emerging	 White Glove
Number of Customers	High	Med	Low
Dollar Value	Low	Med	High
Staffing Number	Low	High	Medium
Primary Transaction			



Who are the customer personas that matter for your organization?

Service Technician

I want to show up as a professional. Make it easy for me to be a professional on servicing your products.

Purchaser

I am busy; it needs to be frictionless to buy from you.

CEO

Reduce my investment risk. I want to know I am partnering with innovative winning companies.

HR Leader

Teach me to fish. Show me how to identify OD needs and solve for them.

John Johnson



Title: Marketing Director
Decision-Maker: No
Industry: Software and Technology
Age: 30
Salary: \$50,000 / year
Education: B.S. in Marketing

Goals: Deliver qualified leads to sales to grow user base and achieve revenue goals.
Challenges: Need to improve conversion rates on website with more relevant content.
How We Help: Connect John with tech-savvy tech writers through ClearVoice.
Messaging Strategy: Focus on how to increase engagement for John by providing subject matter experts to write B2B content.

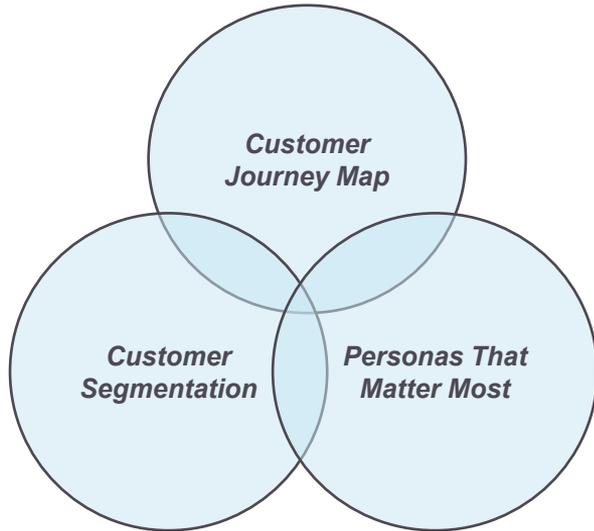


What are the organizational implications of your choices?

Customer Insight



Model for Organizational Implications





Alignment is King

“The alignment of many choices has more impact on success than a handful of “best-in-class” but misaligned choices.”

Areas for Alignment	Key Questions	Organization Implication Examples
Strategy	<ul style="list-style-type: none">• How does this insight inform how your organization will win in the marketplace?• What capabilities are differentiating?	Billing, typically a necessary function, becomes a competitive differentiator
Work	<ul style="list-style-type: none">• What work will change as a result?• What is the strategic impact of the work?• How will you re-imagine work processes that impact the customer?	Ensure journey maps reflect <u>all</u> work required to create a create customer experience, not just customer facing work
Structure & Linkages	<ul style="list-style-type: none">• How will you align that work to a structure?	New Customer Experience organization for “White Glove & Emerging” customers aligned by geography and customer type
Information & Metrics	<ul style="list-style-type: none">• How will you measure effectiveness of the organization?	Shift from customer service metrics to customer experience metrics
People & Rewards	<ul style="list-style-type: none">• How will you allocate staff?• What type of talent do you need and how will they be rewarded?	Highly skilled PHD’s may be required to take service calls to resolve issues quickly
Leadership & Culture	<ul style="list-style-type: none">• How will this change the leadership you hire and how they behave?• What organizational choices will you make to create the culture you need for success?	Every leadership meeting starts with a customer story. Leaders actively sponsor a customer account.

Poll Question

What side of the organization cube does your organization struggle with the most?

- **Work:** Ensuring the processes that drive customer experience have owners, are clearly documented, and are being followed
- **Structure:** Everyone is clear on what their role is in the customer journey
- **Information & Metrics:** How to measure customer service is clear and the correct measures are being used
- **Culture:** The organization culture reflects the desire to have customer service be a key differentiator in the marketplace

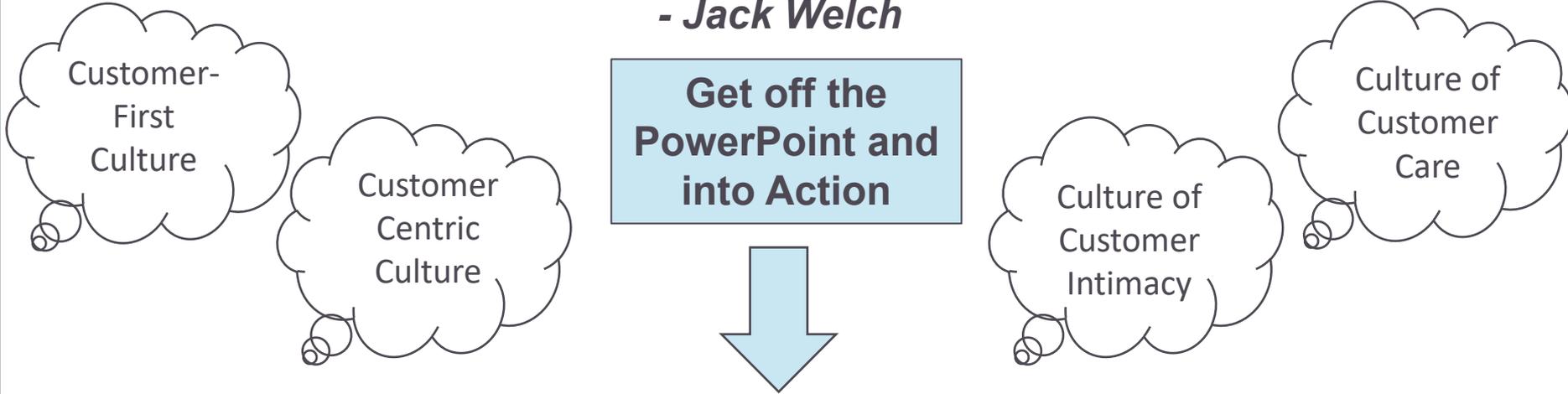
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***“The secret of success is changing the way you think.”
- Jack Welch***



Culture is a cause and a result of design choices; the best way to change culture is to change:

- Organization choices, and
- Leaders' thinking & behaviors



Four Steps to Differentiated Customer Experience

“You don’t change organizations unless you change the way people think about how the organization competes and operates.”

- 1 Strategy Alignment:** Ensure customer experience is built into the strategy and is a true differentiator in practice and not just in words.
- 2 Deeply Understand the Customer:** Allocate the expert resources and do the in-depth research.
- 3 Organizational Alignment:** Use a high involvement approach with a cross functional team to design your organization for a differentiated experience.
- 4 Insight to Innovation:** Implement a business model that continuously learns about the customer, generates new meaningful insights and turns them into action.



In Closing...

True organization alignment enables customers to consistently feel your distinctive offering at critical moments – and differentiates your organization from the other noise in the marketplace.



Thank you!



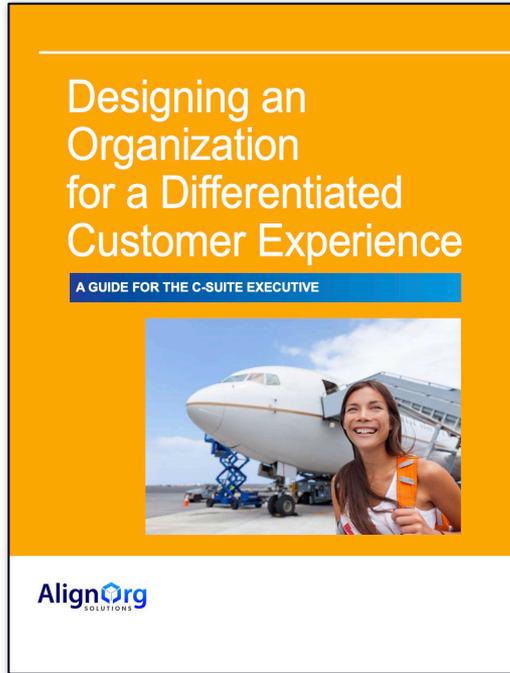
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- ✓ Use the customer experience as a competitive advantage
- ✓ Discover if a differentiated customer experience is a winning strategy for your organization
- ✓ Measure how customer experiences help your organization succeed

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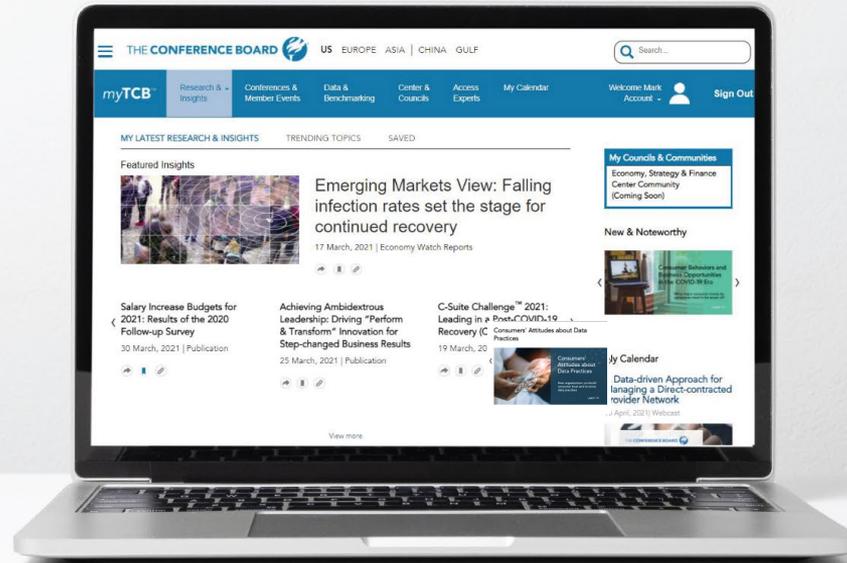
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