



**B2B PLAYERS,  
LET'S JUMP INTO  
THE OMNI-CHANNEL  
EXPERIENCE**

**3 EDITORIAL**

---

**PREAMBLE**

**4** B2B and B2C Marketing: one and the same?

---

**CUSTOMER KNOWLEDGE BEFORE ALL**

**11** Being Customer-Centric: a profitable investment in B2B, too

**16** Decentralize and enhance data value: a winning challenge for B2B

---

**CASE STUDY**

**25** Reinventing business models within the building sector: Using data to optimize performance

---

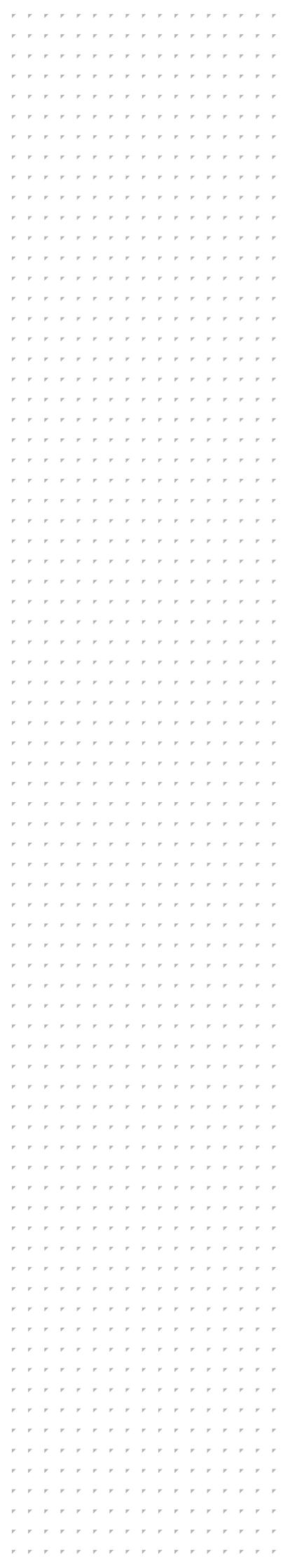
**CHANNEL PROLIFERATION MASTERING**

**31** Sales force in the digital era: a revalued asset

**38** The B2B portal: the powerful digital tool ready to revitalize your omni-channel strategy

**44** B2B Customer Service: how do we speed up its transformation to overcome the image of a cost center?

---



# EDITORIAL



**ARNAUD BOUCHARD**  
EXECUTIVE VICE PRESIDENT  
HEAD OF DIGITAL CUSTOMER EXPERIENCE

Dear readers,

For the first time ever, we have come up with an edition that's completely dedicated to B2B. For a long time now, marketing and digital have been largely preempted by B2C, but it must be noted that B2B companies have also made a big shift in this area and that their rapid growth is clearly evident with each passing day.

You've all witnessed newer customer channels gaining preference over older ones. Consequently, in addition to moving from a product-centric strategy to an intensified service approach, you are also compelled to rethink your techniques of gathering and analyzing customer insights, your content strategy, and the experience you wish to deliver to your buyers, decision-makers, and end users.

Admittedly, the number of customers is limited, but these customers are way too demanding and act as experts. Although they might manage to let go of their emotions, their decision-making process—shared between many—is mainly based on rationality within a purchase cycle that's often both very long and not particularly rational.

In this issue, we cover all aspects related to the omni-channel transformation of any B2B company—whether or not to draw inspiration from the experiences of B2C companies, how to better understand your customers by putting faces to corporate logos, to place data at the heart of the decision-making process—in order to manage the

constantly-changing complexities both internally and with respect to your customers, to differentiate your business not only through both digital channels and service platforms, but also and most importantly through human interaction, be it physical or digital.

To add more substance to our convictions, we had the opportunity of banking on the experience of companies that have already begun these transformations, such as Siemens, General Electric, Total, Adecco, La Poste, Bureau Veritas, and Orange. We would like to sincerely thank them for their contribution and for the trust they placed in us.

Happy reading!

I remain at your disposal to continue enriching this experience!

A handwritten signature in black ink, appearing to read 'Arnaud Bouchard'.



**Arnaud Bouchard**  
@ArnaudJBouchard

Aurélia Valot, Calypso Patron and Hugo Confolant from Caggemini Consulting France with the combined testimonies of Jean-Christian Bergeron, Executive Vice President, Central & East Africa from Total, and Simone Sampieri, Marketing Director, Mail Division, Groupe La Poste

**By Yann Gourvenec, Founder of Visionary Marketing, a digital marketing agency and B2B Marketing influencer**

# B2B AND B2C MARKETING: ONE AND THE SAME?



**Yann Gourvenec**  
@ygourven

In the late 80s, I entered the domain of sales consulting in B2B marketing. Back then, the very notion of B2B marketing did not offer very interesting prospects. Customers were reluctant, the market slack, and the experience turning over in a snap. Above all, the approach taken during these prehistoric times of B2B marketing was flawed: we lacked tools, perspective, experience, and we restricted ourselves by trying to apply B2C marketing methods in business-to-business marketing.

This seemed both exotic and unsuitable to our prospects. A boilermaker from the north of France, my first project, was unable to break into the detergent packets domain of Procter & Gamble. We needed an ad hoc approach. Nearly 30 years later, the situation is quite the opposite: B2B marketing is well on its way to gaining recognition, particularly in marketing automation where it is actually ahead of B2C. In fact, a paradoxical convergence can now be seen between B2B and B2C; these two forms of marketing are both very different and very similar at the same time. This dual approach [or “dialogical”<sup>1</sup> in the words of Edgar Morin] deserves some explanation.

*N.B.: In this article, we will only address mid-tier and top-tier markets. Our discussion will therefore not include very small enterprises and small SMEs. It is also necessary to recognize the enormous diversity of B2B marketing and the considerable importance of the sectoral aspect, which must be taken into account to qualify our statements. As Total’s Jean-Christian Bergeron points out, the tools for segmenting B2B markets are still imperfect. At the end of the day, “no two B2B clients are identical.”*

When we compare B2B and B2C marketing over routine office coffee breaks, our conversations are riddled with clichés. B2B marketing is a seemingly small and unappealing topic, restricted to completely rational buyers involved in making long-term purchase decisions, in a fully organized manner strictly controlled by a cross-functional and tightly run organization. However, the reality is quite different. As Gartner gives us insights on the strategies to adopt in order to target new IT buyers outside of IT departments<sup>2</sup>, we realize that consumer behaviors have changed and that these old stereotypes are no longer true. Yet, it is out of the question to continually confuse B2B and B2C despite the convergence between these two major pillars that has come to light.

## HOW DOES B2B MEET B2C?

The convergence of B2B and B2C results in a notable similarity: they are both evolving at a very fast pace driven by the digital revolution.

First of all, one must acknowledge the growing importance of what might be called “**inbound marketing**”<sup>3</sup> as opposed to “outbound marketing”: it marks a significant shift from the old world, where B2B marketing was entirely based on the presence of a salesperson in front of a client. Today, nearly 60% of buyers have already made their decision before seeing a salesperson, an individual they would rather not meet at all<sup>4</sup>. However, the change is far more profound, particularly given the merger of sales and marketing functions<sup>5</sup> in B2B and the potential reversal of their roles<sup>6</sup>.

As a result, **the importance of brand reputation** and even its notoriety is no longer a minor but rather a major element of B2B marketing. The reason for this lies mainly in digital activities, especially at a time when users prefer to do their own research. These digital activities often revolve around a business's background content [blogs, white papers, etc.]. However, significant B2B brands [in particular, Volvo trucks and Caterpillar<sup>7</sup>] have demonstrated that brand awareness in B2B can also be achieved through activities that are not directly linked to core business content.

Another consequence of what has been discussed so far is that the **share of e-commerce** is going to increase in B2B. In fact, Forrester has estimated in his previously cited report that **B2B** will represent the bulk of the e-commerce market in the next five years. This is not shocking given that B2B represents nearly two-thirds of the economy<sup>8</sup>.

In addition, **massive data integration**, its analysis, and the new techniques influenced by disciplines related to Big Data

also tend to bring B2B and B2C closer together. Firstly, B2C is moving away from mass marketing by opening up the prospect of personalized marketing [the longtime dream of Don Peppers and Martha Rodgers in the 1990s is now within the reach of more companies<sup>9</sup>].

In B2B, service is personalized because it is jointly constructed and imbued with the sector's code of conduct. This personalized service may go even further and build bridges between B2B and B2C. According to Jean-Christian Bergeron, "We could reserve preferential treatment for our B2C customers who are good B2B clients." Thanks to the better control and use of customer data, the boundary between B2B and B2C is gradually fading away. It should also be noted that, under the thrust of Big Data, B2B has come out of its traditional sales model and is investing itself heavily in marketing automation, lead nurturing, sales intelligence, and predictive lead scoring. This phenomenon, which was initially reserved for the high-tech industry, is now also spreading to other sectors.

## Summary table of similarities, differences and myths between B2B and B2C marketing



### Similarities between B2B and B2C

- Inverted pyramid awareness
- Branding as a growing component of reputation and trust, and therefore that of purchases and repeat purchases
- Most B2B buyers are hostile to sellers
- As a result, e-commerce in B2B is seeing an upward trend
- Importance of data in B2B as well as B2C [with a few differences], leading to a personalization of relationships on both sides
- The similarities between the approaches of solution selling [B2B] and design thinking [B2C]



### Differences between B2B and B2C

- The sales cycle and lifecycle, especially in top-tier markets
- Advertising budgets
- The strong sectoral component and hyper segmentation [with inadequate "tools"]
- The markets and "Lifetime Customer Value," which are radically different from one another
- The cost of acquisition, both offline and online
- The sales structure and decision-making cycle are complex [large accounts and big projects]



### Myths to be dispelled

- B2B is purely logical and not emotional
- B2B likes long articles and B2C does not
- B2B companies face a shortage of content, unlike B2C companies
- The brand does not matter in B2B
- Marketing in B2B is tedious
- B2B is of less economic importance than B2C

Source: Yann Gourvennec

1. <http://ciret-transdisciplinarity.org/bulletin/b12c1.php>

2. <http://www.gartner.com/document/3419317?ref=ddrec&refval=3371017>

3. <http://visionarymarketing.fr/blog/2016/02/inbound-marketing>

4. Refer to the Forrester report: «Death of a B2B salesman» <https://www.forrester.com/report/Death+Of+A+B2B+Salesman/-/E-RES122288>, and also my detailed analysis on this topic titled "How will Big Data disrupt sales in B2B" <http://bit.ly/2dUNq5E>

5. "How can sales intelligence enrich and strengthen B2B sales" <http://bit.ly/2dA7G6B>

6. Diagram from Steve Patrizi's article - <http://stevepatrizi.com>  
Former Marketing Manager at LinkedIn who built the business model of the famous B2B social network: <http://kaiconsultancy.com/2015/06/the-new-marketing-sales-funnel>

7. The references are available at: <http://ez.no/Blog/Yann-Gourvennec-CEO-of-Visionary-Marketing-discusses-overcoming-content-shock>

8. The awareness of brands is lower in B2B, but not their importance. Everyone knows the power of Microsoft, but not that of Maersk, which is just as big (and helps transport your computers to your office). For figures and evaluations, please refer to "B2B is the future of marketing" <http://bit.ly/2dZUj1S>

9. My article on this topic around the Dan'on project: <http://visionarymarketing.fr/blog/2015/06/dmp-personnalisation-marketing/>

The new sales funnel model in B2B according to Steve Patrzi adapted and translated from kaiconsultancy.com; see footnote no. 8



Source: Kaiconsultancy

Finally, one can't help but observe a commonality in designing services, particularly between the old-but-good "solution selling" method regularly applied in B2B and the "design thinking"<sup>10</sup> method that is closer to B2C. Both methods focus on the customer pain points and consist of putting oneself in the buyer's shoes to address his or her concerns, going so far as to imagine "what keeps them up at night"<sup>11</sup>.

## HOW DOES B2B AND B2C DIVERGE?

Firstly, **the first major differences between B2B and B2C lie in long sales cycles and lifecycles, often linked to contracts.**

This sales cycle is complex and there are multiple people to be convinced. In fact, a decision that is made after multiple discussions over several months is usually well thought-out. However, it would be wrong to believe that all B2B purchases, even for large accounts, are carried out in a methodical and rational manner according to contracts. Even when it comes to IT, many purchases are directly made by business units, and often, even directly via the Internet. In fact, in the highly rational and controlled domain of IT and computing, Amazon Web Services recently demonstrated through the disclosure of its 2015<sup>12</sup> accounts that it was possible to acquire the majority of the market share in a B2B segment (sale of online servers) in massive proportions by using purchasing methods similar to those used in consumer markets. It is possible to immediately open an account on AWS with your Amazon account using a regular debit or credit card.

**A second point of divergence is access to advertising.** With the exception of some major American players in the B2B

sector (Intel, IBM, Cisco, and Microsoft), the vast majority of those in this sector don't necessarily have direct access to advertising. They don't always see the benefit of going beyond their target audience, which is often very niche. Yet, it was precisely by addressing users outside its target (Regis McKenna's famous precept of "talking to the clients of your clients") that Intel stepped out of the shadows and established itself as a leader in its market. However, most of the time, it's the lack of the required advertising resources that keeps companies from branching out. It is out of the question for a B2B player to dedicate, for example, a budget of 500 million euros for advertising, which is quite commonplace in B2C marketing<sup>13</sup>. This compels B2B players to devise more targeted and less expensive strategies, often focused on word-of-mouth marketing, which reinforces the argument for going digital in these sectors. More than a decade ago, during an interview, I once stated that B2B would be the future of digital. I don't think that I was mistaken and the future will further prove me right.

**Rates and market size constitute the third dissimilarity.** In B2C, we target large masses of customers with modest turnovers. In B2B, it is the exact opposite: our target population is very restricted with the number of sales being very limited for revenues that are highly significant and decision-making processes that are very complex. I once worked on an outsourcing deal that was worth 150 million euros for five years. Deals such as these are rare, and also require nearly two years for sourcing and negotiation. In total, the turnover of the B2B entity did not exceed 10% of B2B + B2C put together. On the one hand, the mass market is based on a large number of very low sales; on the other hand, you

have a small number of sales with very high amounts. We can clearly see that the risk here is not the same. This is true of large projects and large accounts.

**The cost of sale** is also very different. First of all, the number of potential clients is much smaller in B2B and your sales force is infinitely more expensive: you can't hire just anyone to do anything. To sell in a B2B market, the salesperson should have some amount of refinement as well as skills in the relevant domain. The acquisition costs are therefore much higher, and this holds true for both offline and online sales. At the low-end of the B2B market, however, you can get leads for about €20 on an average. For the top-tier of the market, your cost can be anywhere between €100 and €1000, or even more. Therefore, it's not possible to apply the same methods for all B2B markets.

## SOME B2B MARKETING STEREOTYPES THAT NEED TO BE DISPELLED

Based on what has been discussed above, we can easily deduce that idea of marketing is not as simple as it may seem. The factors that influence both B2B and B2C are correlated, and the similarities are as significant as the dissimilarities. However, I feel that it's important to dispel certain myths about B2B marketing, as they tend to paint this sector in a manner that is not in line with reality.

First of all, as I have already mentioned above, **B2B does not just address the logical aspects of marketing**. Selling points, such as the buyer's personal position, are to be taken into account. Every good B2B salesperson knows this. He or she will know how to flatter buyers and inform them whether or not they will strengthen their position or not if they choose one product over another. This is not at all rational nor is it linked to product quality, and is not particularly new either. Long ago, in the computing domain, for the sale of main-frame computers, IBM's salesmen astutely used the "IBM" branding to raise awareness about their products. When we chose IBM, we were sure that we could not be blamed for not taking risks, regardless of the product quality. As we can see, brand equity is not a new invention as it dates back to the '70s and '80s.

Secondly, every now and then, I come across articles stating that **there is less content available in B2B as compared to B2C<sup>14</sup>**. This is crucial at a time when content marketing is gaining momentum, especially in B2B. In B2C, they can simply dip into their huge advertising budget and buy the content that they want, whereas in B2B, this is far more difficult. I am not convinced by this argument, which I have repeatedly disproved during my projects with companies or with my clients. In B2B, there's a huge amount of content that is virtually inexhaustible, created by its own employees its partners, its own ecosystem.

Furthermore, it would be wrong to say that in B2B we don't

buy content from outside; as a matter of fact, the situation right now is quite the opposite. The real question is not where the content comes from or whether it is good; rather, it's about knowing how to improve its relevance and performance.

Similarly, **the argument that we like long articles in B2B and shorter ones in B2C has no weight in my opinion**. What matters is the relevance of the content and the differentiation that it creates. If everyone produces long content, make short content or vice versa. Use all means and resources to make your brand stand out from the crowd. Remember that it's equally important for B2B brands to work on brand recognition. Going digital facilitates this process, and as such, it would be a shame to let this opportunity pass.

Finally, last but not the least, it's presumed that **B2B marketing is tedious whereas B2C marketing is extremely interesting**. I think nothing could be more misleading than



this. It all depends on the product and on the type of content you generate. To me, writing a blog on yogurt seems more difficult and less interesting than writing one on Big Data. The latter may perhaps concern fewer readers, but will attract a lot of enthusiastic feedback within a real community of interest. It is therefore undeniable that this practical approach, which is close to the client's concerns, will generate a much stronger commitment than the usual B2C content.

10. Our white paper on this topic: <http://visionarymarketing.com/fr/visionary-marketing/livre-blanc-design-thinking.html>

11. "What's keeping my clients awake at night" in the words of Michael Bosworth

12. <http://www.recode.net/2015/4/23/11561822/amazon-reveals-aws-is-a-nearly-5-billion-business-and-is-profitable>

13. Which finally accounted for hardly 1.1% of the turnover

14. 10 Differences Between B2C and B2B Marketing: <http://blog.hubspot.com/agency/differences-b2c-b2b-marketing>

To conclude, if it is incorrect to say that B2B marketing is identical to B2C marketing (a mistake that was made nearly 30 years ago and which should not be committed again), it would also be wrong to believe that the two are not linked. We must remark both similarities and differences, as well as what is more original in one or the other. Also, it should be noted that although B2C marketing is a much older concept, it is still in the process of changing significantly. Moreover, B2B marketing is not just a lackluster extension of B2C marketing; rather, it is at times the instigator of new practices.

## “Cross-fertilization” between B2B and B2C in terms of customer experience

A combined interview of Simone Sampieri, Marketing Director, Groupe La Poste, and Jean-Christian Bergeron, Executive Vice President Central & East Africa, TOTAL



Today, just like B2C, B2B has also seized the opportunities of the digital era to revisit its customer experience by partly digitizing their customer journeys, gradually making key processes paperless, or even targeting newer markets that were previously inaccessible. Simone Sampieri, Marketing Director of the “La Poste” Group, further emphasizes that *“Today’s digital solutions help reconcile these two worlds (B2B and B2C).”*

There is a certain overlap in terms of the customer expectations between both of these sectors. In fact, insofar as the decision makers are also the clients, they expect a B2B experience that is at least comparable to what they experience as consumers. According to Jean-Christian Bergeron, Executive Vice President, Central and East Africa, Total, *“Your B2B client will become your B2C customer at some point.”* Therefore, the customer is always looking for a seamless, simple, and responsive experience. Simone Sampieri points out that *“Both B2B and B2C have the same service level expectations; therefore, there’s no room for error on either side.”*

### **B2B customer knowledge is gradually gaining structure and should serve as a bulwark for preventing customer attrition in an increasingly competitive market**

Companies have realized the importance of data collection, but they still need to increase the value of the analysis and usage of this data to strengthen customer relationships and reinvent their offerings.

Unlike B2C where customer data can be captured more easily, B2B client data is often more complex and depends on the existence of an ongoing relationship. Simone Sampieri tells us that *“The consolidation of customer knowledge is an opportunity for development, and is quite disproportionate between different clients.”* Jean-Christian Bergeron points out that *“The challenge for B2B is to make the journey from having empirical customer knowledge to having more structured customer knowledge.”* In fact, Total places *“customer knowledge at the heart of its development model.”* To create customer engagement, companies have realized the need to adopt an approach that is comparable to the one used in B2C, thereby generating more customer knowledge for delivering greater personalization. *“It will not be a must, but rather a necessity if we wish to retain our clients.”*

With customers wanting to be considered as unique, offer personalization has become a new challenge. Where B2C is already mature in terms of collecting, analyzing, and then exploiting customer data for segmentation and offer personalization, B2B is still in the budding phase: segmentation is gradually making its appearance here.

According to Jean-Christian Bergeron, *“Historically, all B2B clients were treated in the same way, unlike B2C customers.”* However, *“just like no two B2C customers are alike, no two B2B clients are the same either. Today, we have understood that not all customers expect the same thing.”* This imperative of customer segmentation is also backed up by Simone Sampieri, who reminds us that *“service customization is crucial for both these sectors.”* This affects the way in which your business is perceived and understood. For example, the “La Poste” Group no longer builds its offerings on a purely industrial dimension; rather, it jointly develops them with customers. *“Wherefrom originates the idea of being absolutely customer-centric, not just in theory, but in practice too.”* Similarly, Jean-Christian Bergeron believes that *“B2B needs customized offerings, which would finally bring it closer to B2C.”*



*would have to be gradually digitized.”* This is especially true given that B2B sales are based on a complex decision-making process that requires participation across all decision-making levels. According to Jean-Christian Bergeron, it is in fact necessary to *“reach out to the entire ecosystem, because in B2B, you need competencies*

*across all organizational levels: the technician needs to speak to the technician, the decision maker needs to talk to the decision maker. And given that this decision-making process is complex, we need to be on the ground, right beside the client.”*

### **B2B is well placed to make use of a physical sales force**

One of the major assets that companies have at their disposal for developing a personalized customer relationship is their physical sales force. As a matter of fact, the network of sellers and their services constitutes a *“significant element of differentiation in customer interactions, which is and will remain indispensable,”* according to Simone Sampieri. However, Total points out that even though none of its competitors has a *“full-fledged digital”* sales force, some industry players seem to be increasingly working with light structures by leveraging digital communication and their *“existing sales force.”* For Jean-Christian Bergeron, the field sales force could very well be the asset that will allow Total to create differentiation provided that it can deliver value. This implies that it would have to transform itself partly to be *“seen more as a sales force than as a structure for administrative management. In fact, the administrative part*

### **Although the challenges of B2B are fundamentally different than those of B2C, the tools used can be the same**

For Total, given the market size and the intimate customer knowledge of its sales force, it did not necessarily have to use personas or customer journeys like in B2C because *“the B2B approach is still very much based on sectors.”* On the contrary, the “La Poste” Group adopted a persona and a customer journey approach for its B2B digital box project. *“We worked on five different personas to visualize what their journey would look like on our website along with the Marketing Director, who had her own requirements and ambitions like management control, etc.”* In fact, considering the size of B2B clients and what they represent, it is necessary to take into account the reality of their processes in order to jointly come up with journeys that are perfectly compatible with one another.



# CUSTOMER KNOWLEDGE BEFORE ALL

Sara Guillaume, Raphaël Casteau, Camille Morisot and Camille Juguet from Capgemini Consulting France

With the contribution of Jérôme Faivre, Digital Transformation Manager,  
Bureau Veritas, Marine & Offshore division

# BEING CUSTOMER-CENTRIC: A PROFITABLE INVESTMENT IN B2B, TOO

*Claiming to be customer-centric has become quite the buzzword for companies.*

*Yet today, only about 10 to 20% of B2C and B2B companies are structured on the concept of “customer centricity.” By 2021, this number could reach 40%<sup>1</sup>.*

Being customer-centric is not just about thinking of customers in your business activities. It's about considering how each decision made within the organization will impact the customer. It's about being obsessed with your customers in every respect: satisfaction, experience, knowledge, engagement, and acquisition. It's about embracing a paradigm shift in B2B marketing that has traditionally focused on the intrinsic qualities of the brand and the product to the detriment of the customer relationship. In today's world, particularly with the trend of selling services rather than products, being customer-focused in B2B doesn't seem to be so straightforward given the variety and diversity of the stakeholders involved, both internally and on the customer side.

It is however through understanding and managing this complexity that new opportunities and revenues may be achieved; this is clearly the case for

B2B companies that have gained a competitive advantage by pioneering this customer-centric transformation.

“Bureau Veritas has launched a major digital transformation program initiated by its Marine and Offshore division. To do this, we started off by understanding the needs of our clients so as to support them in their own transformation and meet their new strategic challenges. This customer obsession has always been our guiding force across the various stages of every project, from the design phase to deployment,” states Jérôme Faivre of Bureau Veritas.



Source: Bureau Veritas ©

Why have 63% of CEOs decided to have customer-centricity<sup>2</sup> as one of their three investment priorities? And how does one ensure that this buzzword becomes a reality in B2B?

1. [www.actionco.fr](http://www.actionco.fr) – “Et si on parlait du “Customer centricity”?” (“And what about “Customer centricity?””)  
2. PWC, according to <http://business.critizr.com/blog/question-que-cela-signifie-d%C3%AAtre-customer-centric>

## **Understanding customer complexity results in an undeniable impact on revenues**

Keeping customers at the heart of your business activities and thinking of how this influences your actions may seem secondary—"you get paid in Euros, not in happy faces"<sup>3</sup>—and difficult to achieve, especially in B2B with its highly unstable and diverse ecosystem. However, the key lies in effectively managing this complex ecosystem. How do we put a face behind a logo or a customer account and make customer relationships more personal?

### *Customer Centricity revenue generator*

Being customer-centric has a tangible impact on the company's revenues. Among existing customers, it leads to greater customer loyalty with an increase in the frequency of purchases and both up-selling or cross-selling, augmenting the average spend or even helping to identify new growth levers through customer feedback and recommendations.

In order to kick off its digital transformation journey, the Marine & Offshore division of Bureau Veritas, a global leader in testing, inspection and certification services, interviewed about 20 clients to both understand their development-related strategic challenges and address them by providing new digital tools and services. By keeping the client at the heart of its thought process, Bureau Veritas' Marine & Offshore division intends to support its clients in their transformation challenges and identify new growth levers for the company.

Various studies have thus unveiled a correlation between customer centricity and increased revenues. Fred Reichheld in his latest book "The Ultimate Question 2.0" shows that 9% of companies with the most sustainable and profitable growth had NPS [Net

Promoter Score] scores that were on average 2.3 times higher than those of other companies within the same sector. For example, Philips Electronics relies on customer experience for increasing its revenues. In fact, after studying a representative sample of customers, they found that on average, the revenue shot up by 69% for customers whose Net Promoter Score [NPS] increased and that it grew by 6% for customers with a steady NPS value. However, revenues fell by 24% for customers whose NPS scores decreased.<sup>4</sup> Another example is Symantec, who reduced its customer attrition by 3% by switching from a product-centric strategy to a customer-centric one. The company created a user platform, known as "Norton Lounge," to meet customer expectations for content and to provide a meaningful user experience, knowing that 1% of additional retention would be equivalent to a net revenue gain of \$15 million with an immediate impact on its balance sheet<sup>5</sup>.

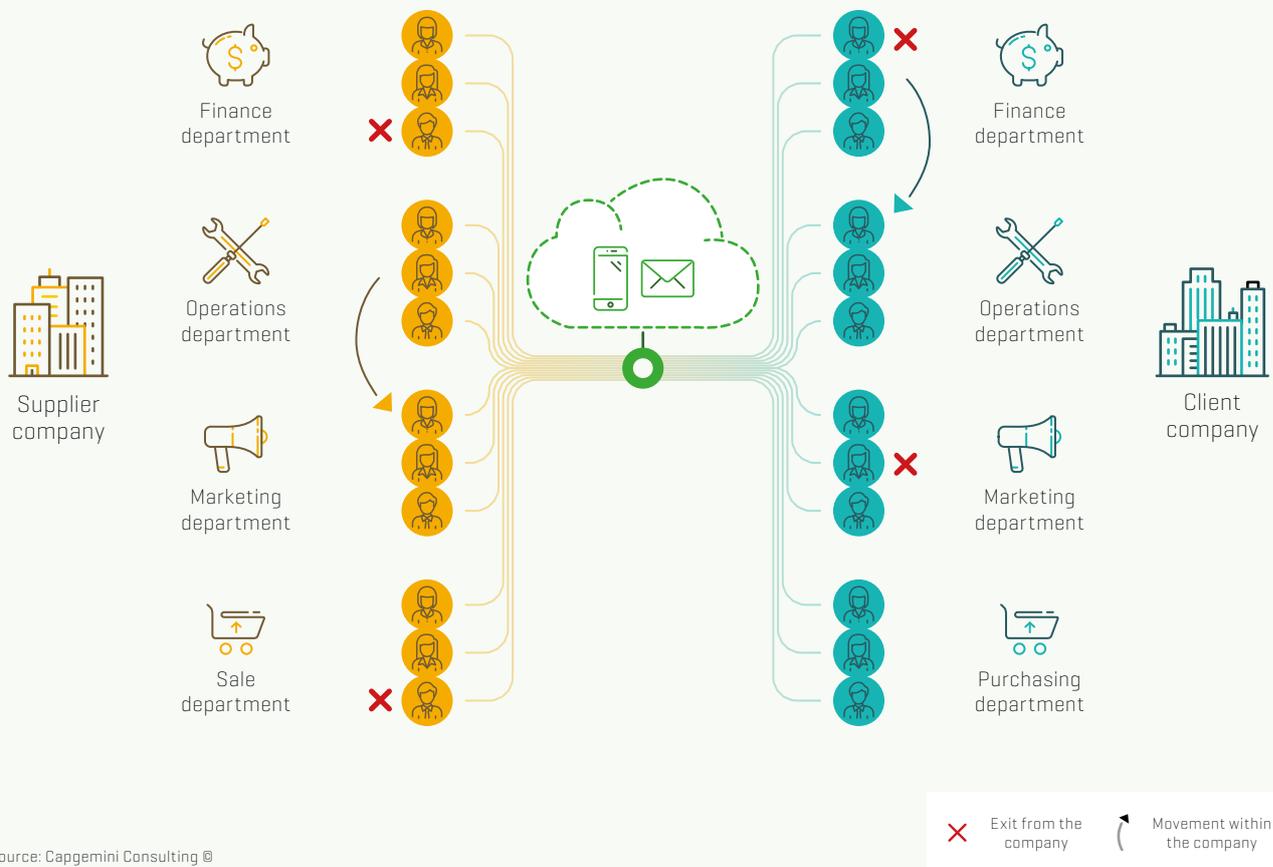
The impact of a customer-centric approach is not negligible for prospects either. Good Technology, a B2B company that provides mobile solutions, conducted an in-depth study to thoroughly understand the buying cycle of its customers. This enabled it to increase its lead quality by 130% and its sales conversion rate by 40%.<sup>6</sup>

### *Effectively managing a complex and unstable customer ecosystem is the key to wielding power in the B2B space*

Mastering the B2B ecosystem is not restricted to managing a single stakeholder of a key account who's in charge of purchases. Beyond this "customer account" approach, which is irremediably linked to the purchase process, it is imperative to consider and include three important levels of stakeholders in the end-to-end relationship: decision makers, influencers, and users. Between these different levels, the challenge is to identify not only their expectations and behavior, but also their value [scoring] to be able to deliver experiences tailored to their needs. Targeting only the top management may not always be the best idea, as the final say in a purchase decision lies with 24% of stakeholders who are not part of the management team, and 81% of them have at least some influence on the final decision.<sup>7</sup> Moreover, this complex ecosystem is an unstable community because decision-makers as well as key stakeholders may change over the course of organizational restructuring and career changes. Therefore, in this dynamic



## B2B: a dynamic and complex customer ecosystem



environment, it is necessary to continually develop and strengthen your working relationship. The trend of forming associations in the pharmaceutical industry—such as a consortium of retail pharmacists who negotiate purchase deals from pharmaceutical companies—is a prime example of this fundamental movement that complicates or even reverses the balance of power within an ecosystem. Furthermore, this complexity can be found within companies, as can be seen in the rotation of an internal sales force. This instability on both sides the client side and internally is specific to B2B and therefore, it is key to manage one's own ecosystem and that of the client, which is equally complex and dynamic in nature.

The fact that B2B customers—compared to B2C customers—are fewer in number makes the B2B customer

relationship a personal one based on trust and partnership, and is often built over a period of time. As a result, the B2B customer wants to be known and recognized as an individual. In Bureau Veritas' Marine and Offshore division, customer proximity is a reality and is based on the trust fostered by historical relationships between marine centers and ship owners.

As a matter of fact, some of the clients of the Marine and Offshore division are long-standing clients that the company has supported for several decades, at times since their inception. Bureau Veritas therefore acts as a partner that supports its clients throughout the lifespan of the ship or offshore unit, from construction to decommission. It has been possible for them to achieve this customer proximity thanks to their 2,600 experts spread across 180 marine centers, which in turn has helped

in retaining clients and in adding new ships to their Bureau Veritas classification fleet. The B2B customer not only expects a quality product, but also an increasingly advanced level of service and customer relationships. Therefore, to meet the expectations of this increasingly demanding B2B customer, it is essential to embrace the trend of selling not just a product, but a set of services and a matching customer experience.

3. Future Lab, B2B marketing bucharest 2012 presentation: <http://fr.slideshare.net/Futurelab/b2b-marketing-bucharest-2012>
4. Les Echos, 3/09/2015: <http://www.lesechos.fr/idees-debats/cercle/cercle-138509-le-nps-contribue-t-il-reellement-a-generer-de-la-croissance-1150331.php>
5. Marketing Sherpa, 2015: <https://www.marketingsherpa.com/article/case-study/reduce-churn-through-digital-experience>
6. Marketing Sherpa, 2012: <https://www.marketingsherpa.com/article/case-study/customer-centric-b2b-marketing>
7. Google/Millward Brown Digital, B2B Path to Purchase Study, 2014

## **Turning the buzzword into reality: “Target individuals, not accounts”**

### *Developing cross-channel customer experiences while embracing the complexities of B2B organizations*

The experience of B2B customers gets long and complex owing to the large number of stakeholders involved. They have to engage in several interactions with various contact points involving several entities within the organization. To cite an example, a leading French company in the pharmaceutical sector introduced a multi-channel strategy to increase customer engagement and meet their needs. Based on the persona approach, cross-channel customer journeys were designed and implemented to assure a seamless experience between channels, thereby conveying a consistent message to customers and maintaining a strong relationship across the customer journey (information on suppliers, order placement, stock acceptance, payments, selling to patients, getting information on products or services, change in supplier, etc.).

For those who wish to be more impactful regarding their B2B customers, we recommend going the extra mile in terms of getting to know the customers of their B2B customers. One of our clients, a world leader in facility management, is currently studying the development of service platforms in stadiums designed for spectators. This offering directly targets B2B2C customers and addresses a major challenge that stadiums face: improving the spectator experience in order to bring more people in and to wrench them away from their HDTV sets. The approach was therefore focused on spectators, specifically on their profiles, expectations, and pain points. This resulted in developing a customer journey for each identified persona, followed by a range of services corres-

ponding to their needs; these include ordering food and drinks to be delivered to their seats via mobile phones, having real-time information on how crowded the toilets are, replay capabilities, rating players in real-time, sharing their sentiments on social networks, etc. As a result, this facility management company puts itself in the shoes of its clients—the stadiums—to embrace their challenges and position itself as their preferred partner for creating stadiums of the future.

While developing these customer journeys is necessary, it isn't enough to simply ensure a seamless omni-channel experience. B2B players should not only challenge the silos present within their organization, but also their processes, tools, and data.

### *Getting a 360° view of the customer within the company*

Collecting and using customer data is indispensable for developing a personalized and relevant client relationship. Despite the fact that B2B customer volumes are much lower compared to B2C markets and that the relationship is more personal, or even informal, it is crucial to centralize data pertaining to each customer within a single database. Thanks to this “single point of truth,” a B2B company equipped with CRM tools can contact customers through different entities, be it marketing, sales, supply chain, finance, or others...and access the same level of information. To cite an example, a leading French company in the pharmaceutical sector decided to have a central database and CRM system despite having a very small number of customer stakeholders (less than 20).

This centralized database enables the company to automate its customer interaction management, thereby, allowing it to further develop its customer relationships while optimizing resources and activating different channels. There are several marketing automation solutions in the market that specialize in managing the specificities of B2B customers (Eloqua

– Oracle, Pardot – Salesforce, IBM Marketing Cloud, Marketo, HubSpot, Act-on, results-Net, etc.). On average, 49% of companies are currently using a marketing automation solution, with more than half of them being B2B companies (55%). Unlike B2C solutions, these tools can be used to identify, classify [lead scoring], and develop a relationship not only with the various levels of B2B customers, but also with prospects in order to maintain or strengthen relationships with those not yet ready for an act of sale [lead nurturing].

By developing its new solution on Asset Integrity Management in collaboration with Dassault Systèmes, Bureau Veritas' Marine & Offshore division has attached great importance to customer data and wants to create a “digital twin” of offshore platforms and ships. This new solution, interfaced with tools for regulatory calculations and third-party software(s), shall enable offshore operators and ship-owners to better monitor the condition of their operating units and to carry out optimized maintenance by connecting with the customer's environment and capitalizing on data.

### *Shaking company culture*

Beyond tools, company culture must also undergo a transformation. Long organized in “silos” and focused on the creation and distribution of products, the various departments that are required to interact with B2B customers must now learn to share and consider the customer at all times. This change requires a review of the internal organization and processes that impact everyone's way of working.

Many B2B companies, like Philips Electronics, FedEx, or Boeing, have a “Chief Customer Officer” (CCO) to accelerate this transformation. For example, Boeing's “Training and Flight Services” division sought to carry out this customer-centric reorganization. Their CCO, Roei Ganzarski, admits that their organizational culture was not at all favorable. Sales and business

development teams were focused on short-term revenue goals and no one had a holistic view of the customer. The culture had to change to better serve the very reason for the company's existence: its customers. This new function represents the voice of the customer within the company.

Customer relationships must be of everyone's concern and must be presented holistically within the company. For example, Bureau Veritas' Marine and Offshore division recently launched a mobile application for professionals of the maritime industry to allow them to manage their fleet in real time with mobile devices. This application was developed to stick to customer expectations as much as possible and to

continue to develop in that direction. Moreover, they also identified an internal "ambassador" for each country, responsible for conveying the "voice of the customer" and for identifying priority functionalities for future versions of the application. As a result, the knowledge of local marine centers regarding customer needs is shared across all levels of the company in order to stay "customer-centric" at all times.

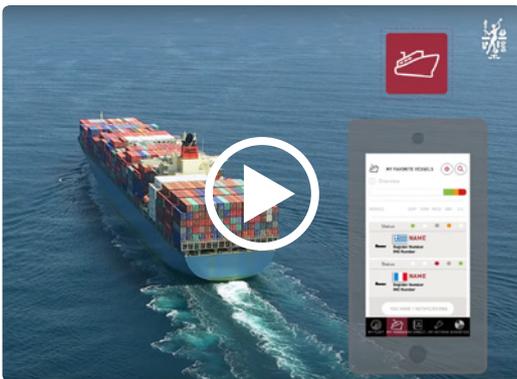
In addition to this internal change, the Marine and Offshore division of Bureau Veritas systematically tests its new digital services and tools with pilot clients, especially through POCs [Proofs of Concepts]. This allows them to test solutions in real situations, as

was the case when they piloted their new 3D modeling tool, which tested well with a major Chinese client.

Shifting the focus from the product to the customer helps convey a message of being centered on relationships and emotions, vectors for winning more engagement. In B2B, this brand-centered communication strategy becomes crucial. In fact, service providers also need to work on their "brand as a service" image. However, as per a Gallup "Customer engagement survey" conducted in 2016, only 29% of B2B customers are engaged emotionally and psychologically with their partner companies<sup>8</sup>. Yet, aspirational and digital communication strategies designed for customer engagement are not just reserved for B2C brands. With 337,000 followers on Twitter, 185,000 Instagram subscribers, and 65,601 YouTube followers, GE has gone even further in engaging its clients and prospects. With its varied content on social channels and humor, GE has reinforced the engagement of its existing clients and has increased its popularity, furthering its plan to acquire new customers<sup>9</sup>.

Given the "limited" number of customers in B2B, it's possible to approach customer relationships differently. Behind the company logo, every employee can have a distinct voice and identity. This opportunity that remains unheard of in B2C must be exploited by B2B brands. Take advantage of digital to humanize your customer relations.

### MyVeriStar App

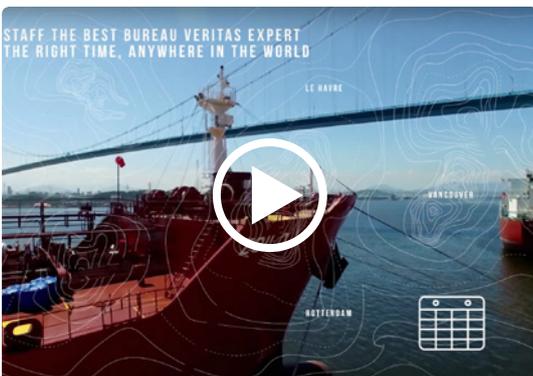


**You Tube**

<https://www.youtube.com/watch?v=r-DBIL49bc8>



### Our Marine & Offshore Digital Solutions



**You Tube**

<https://www.youtube.com/watch?v=uWAAHTeNbU4>



8. Gallup, Guide to Customer Centricity: Analytics and Advice for B2B Leaders, 2016 : <http://www.gallup.com/services/187877/b2b-report-2016.aspx>

9. <http://blog.hubspot.com/blog/tabid/6307/bid/33505/10-B2B-Companies-That-Create-Exceptional-Content.aspx#sm.00000t3ss312dle5tsu78iu31n6u6>

By Ulysse Moutard, Cédric Vialle, Steve Baradel and Pierre Muzard from Capgemini Consulting France

With the contribution of Vincent Champain, CEO of GE Digital Foundry Europe

# DECOMPARTMENTALIZE AND ENHANCE DATA VALUE: A WINNING CHALLENGE FOR B2B

*Is B2B data just another commodity? While at times overlooked, misused, or poorly shared internally, data coming from other companies or partners is nonetheless essential for value creation. Clients who provide this data are well aware of this fact and expect something in return. To remedy this situation, the plan of action is, at first glance, quite simple. First, we need to get organized so as to not waste this resource. Next, we need to build the know-how to process this data and develop its value through a step-by-step strategy and by extending this model internally. Finally, we need to review the value chain for data extraction, collection and exploitation in order to rethink its position in the ecosystem. This may pave the way for new sources of revenues or even new business models for those who are more adventurous!*

## **Unveil the potential of the data collected**

Data collected from other companies, suppliers, and clients is complex and compartmentalized; as a result, is often under-exploited for lack of a suitable culture or organization.

## **Understand client expectations better**

Like B2C customers, B2B clients have also raised their expectations vis-à-vis their suppliers and service providers. Rapidity and simplicity are the keywords here. It has become necessary for suppliers to streamline their transactions, adopt efficient communication channels, and anticipate their needs and those of their clients in order to provide products and services that are more customized.

To do this, companies can leverage a wide range of data. Whether the data is quantitative (financial and accounting data and stocks), qualitative (organizational charts and product sheets) or hybrid (market data, end client, and maintenance data), the challenge is to understand how this data, when consolidated, can help to better satisfy clients. To go a step further in providing value to the client, CMOs or CSOs can also make use of data from sources other than those provided directly by the client or by those generated by the organization's internal departments.



Here, B2B adopts an approach similar to that of B2C with customer studies, panels, comparisons of market data, trend analyses, and more...sometimes, without having the same resources or adequate organization structures to fully exploit the collected data. Owing to these constraints, B2B businesses are often compelled to focus uniquely on key data related to market and market trends, which essentially helps them to directly determine their market position and to anticipate purchase behaviors. This is what the dairy industry does by purchasing meteorological trend data to anticipate, for example, the demand for ice cream parlors.

### *Data collection and data exploitation: open the floodgates for data management*

Data by itself has no significance. It must be processed and correctly

interpreted in order to convert it into valuable information. However, there are a number of internal obstacles that make data difficult to use. For starters, volume poses a problem. According to an IDC survey conducted for EMC, the volume of data generated by the “Digital World” alone will increase tenfold between 2013 and 2020 to reach 44 zettabytes. This calls for a conceptual and organizational change in companies by shifting the focus from Big Data to Smart Data, eliminating structural and technical obstacles such as format, compatibility, and storage. These are directly proportional to the volume of data that’s accumulating. On top of this, there are also other recurring obstacles like data quality and data integrity management. The diversity in data, its formats, and the software used (ERP, CRM) also raises the question of how to streamline information sharing within the organization. For example, shipyards create geometric models for ships in a given format. However, the software used

by engineering and design offices is not always compatible with these formats. As a result, in order to carry out certain calculations, they often have to recreate these models in their own format, thereby losing efficiency and increasing the risk for errors. An audit of the working methodologies, tools used, and communication channels would certainly help an engineering and design office to convert the time spent on technical data management into valuable added time. Apart from the technical aspect, the main barrier to the efficient and coordinated use of data coming from external companies is the cultural aspect.

1. <https://echangeurba.wordpress.com/2014/05/12/2013-2020-le-volume-de-donnees-de-lunivers-digital-multiplie-par-10-bigdata-bx>

## *Step out of your comfort zone*

To ensure effective data availability, companies must also review their ability to share information internally. Owing to the sacred nature of data and its use for measuring individual or collective performance, people are often reluctant to share it, and even end up hiding it. In fact, various departments of a company too often work in silos, a behavior compelled by psychological barriers to sharing information that inhibits the movement and communication of data. The following examples highlight this phenomenon in operations management: by providing too much visibility into its operations, a logistics department exposes itself to criticism in the case of incidents. Or, when the sales force shares its results, it risks being challenged by the marketing team. Nonetheless, 60% of decision makers believe that increased employee access to customer data will improve customer retention and loyalty<sup>2</sup>. Lacking the required skills adds to this cultural barrier. Nearly 50% of companies admit that they can't process all the data collected as they don't have the required skills<sup>3</sup>.

## *Capitalize on key clients to embark on a transformation journey: Go ahead and venture with POC approach*

"Rome wasn't built in a day." Making the whole company go through this cultural shift is a complicated and time-consuming process. Implementing "POCs" [Proofs of Concept] to demonstrate the benefit and value of using data, both internally and externally [with clients and suppliers], is the first step towards achieving quick and tangible results. One of the advantages of B2B companies is that they can reach out to a large part of their market through a limited number of key clients. These clients, who are often longstanding preferred partners, are the perfect candidates for implementing restricted and realistic shared data exploitation projects. The "pilot" client expects so-

omething in return corresponding to the amount of data that has been shared. This client perceives the status of beta tester with free access to innovative offerings as a competitive advantage. Therefore, hospitals as well as regional social welfare organizations agreed to share information about their common patients as part of the "**Digital Healthcare Regions**" pilot [or "Territoire de Soins Numérique" in French], which aims to improve coordination between healthcare professionals in the treatment of chronic illnesses. Such a project typically starts in the form of a POC because a substantial amount of time is needed to address the regulatory aspects related to data governance,

which are intrinsically complex in this industry. The POC quickly helped demonstrate the advantages in terms of better healthcare quality and improved social services, and also helped speed up the resolution of funding issues. The pilot project is a great way to begin the transformation of your organization by demonstrating value both to the client and to your own organization. Gathering your expectations and those of your clients or suppliers while identifying the relevant data for resolving your issue will serve as a starting point for creating sustainable solutions, thereby allowing you to exploit new opportunities.



## Scale up! Expand your data playground and strengthen your organization

Demonstrating the value and the benefit of using data derived from your ecosystem with the help of POCs is essential for giving your transformation journey a head start. However, one question remains: how do we pursue and properly adapt to or even dominate this transformation in this world of data?

### *Industrialize the acquisition of valuable data in two approaches*

A B2B marketer commonly purchases client files, especially for prospecting. The more accessible the relevant contact in the organization (direct e-mail or telephone), the more expensive the file! However, this type of prospecting has its own limitations. What are the underlying power plays within the prospective company? Who are the real decision makers: buyers, marketers, top management? Everyone expects the supplier to have a thorough understanding of their challenges. This is why a new technique, called web scraping, for purchasing prospecting files has become quite popular these days. The data provider monitors the websites and social platforms of prospects or clients and extracts a “news round-up” of the changes made; this could consist of newly posted articles, new results posted, etc. For example, it is estimated that 20% to 25% of companies change a contact item every year<sup>4</sup>. C-Radar is a B2B predictive marketing system that helps accurately identify prospects on the web<sup>5</sup>. The data collected may come from either social networking sites, official pages, or even from institutions such as **INSEE**, **InfoGref** and **INPI**. When aggregated, this data provides a complete and contextualized profile of prospects, along with information about key contacts in the company.

Having better understood their expectations and market trends, the supplier is able to provide suggestions to B2B marketers that are more in line with their needs. Moreover, B2B marketers benefit from putting their own data into perspective, thereby gaining additional inputs for decision-making. The data collected from **LinkedIn** or **Slideshare** helps to thoroughly understand the expectations of key people within the organization, providing useful information when it's needed. Today, several companies offer tools for analyzing profiles on social networking websites, revealing their areas of interest, types of friends, and the companies to which these profiles are linked.

### *The exchange of data*

Seneca rightly said, “Without friends to share it, no good we possess is truly enjoyable.” Driven by their needs, suppliers and clients exchange operational data to synchronize production chains, input arrivals, and invoice flows. Some of them go much further than this. For example, **Caterpillar** was one of the first to invest in collecting usage data related to its machines in order to anticipate repairs and breakdowns<sup>6</sup>, a significant opportunity cost for its end client or its distributors. As for client data, there are a number of examples of data exchange in the context of supplier partnerships, wherein information is exchanged between supplier partners if they all have to respond to the same RFP. The perennial rivals, **MasterCard** and **Visa**, have come up with pilot initiatives for exchanging data with small businesses (groceries, etc.) for simulating mini CRMs (targeted promotions, benchmarks, etc.). More conventionally, an outsourcer and an IT services company like **IGATE** and **Capgemini** do this in the financial sector. They share data related to their client for a common objective that has been approved by their client as part of handling their operations. The former uses manpower and the latter equips this workforce with an IT tool that communicates with the client's Information System. This data sharing is facilitated by a service contract

which clearly defines the permissible use cases wherein the data exchanged can be used between partners..

### *Transform the organization*

The maturity level in terms of data sharing differs from company to company. Many companies are at level 0: they simply build the infrastructure, that is to say the “structure” for independently analyzing the data collected in each department. Limiting oneself to this position in the value chain is to deprive oneself of the opportunities and risk being “commoditized.” First and foremost, the culture and organization must be adapted to new data exploitation models by creating “collaborative multi-sectoral teams,” says Clara Gaymard, former chairman of **GE France**<sup>7</sup>. Recently, a **European postal services giant** reviewed its organization and governance in order to manage its enormous volumes of data on a large scale. They started by appointing a CDO (Chief Data Officer) to define the data strategy and ensure alignment with the company's strategy. Then, data owners outlined and established data management standards. Added to these strategic and tactical dimensions, you have the operations staff (business manager, data architect, and quality analyst) in charge of creating solutions and conducting analysis.

2. E. Collins, B2B Loyalty, The B2C Way, Forrester, mars 2015

3. Unutilized data, study conducted for Pure Storage, July 2015, with English, French and German companies that have a turnover of more than €150M

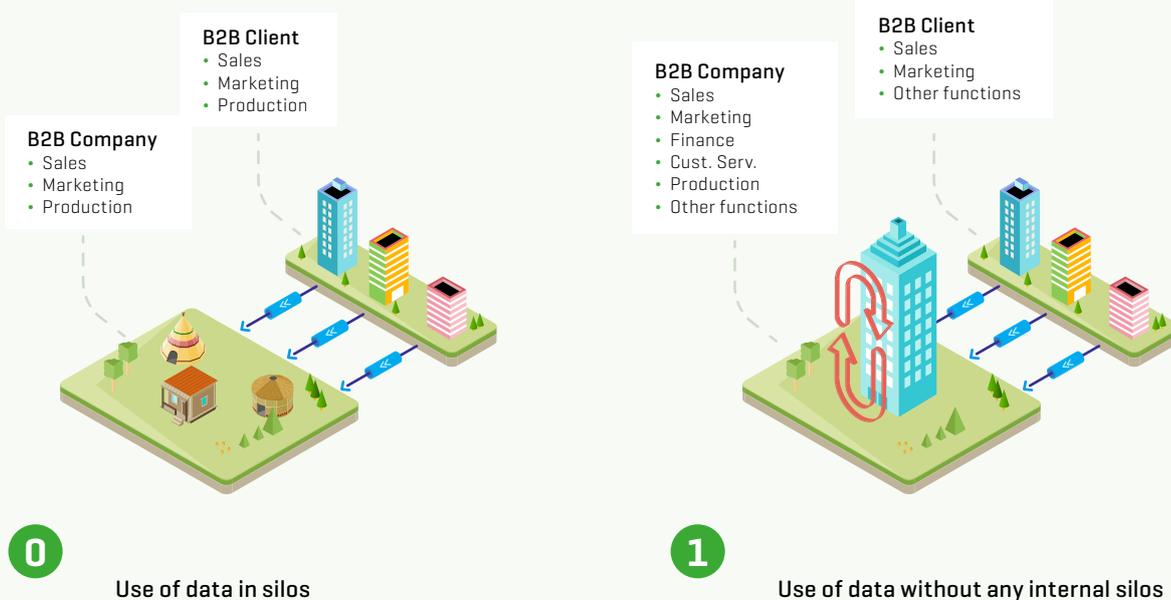
4. Experian - Harness the power of data to drive marketing ROI

5. <http://www.journaldunet.com/ebusiness/expert/58860/data-tour---le-secteur-b2b-est-il-le-prochain-arret.shtml>

6. Forrester, Make Your B2B Marketing Thrive In The Age Of The Customer, August 2015

7. Interview of Clara Gaymard in the “L'Usine Nouvelle” business magazine: “Digital, a lever for new services”, November 5, 2015

## Developing organizational maturity and supporting the transformation through data: from unproductive silos to productive areas



Source: Capgemini Consulting ©

It is essential for your organization to gradually upgrade its skills in the areas of data management and data exploitation in order to support the ambition of exchanging data with your suppliers, clients and service providers. If the company fails to strengthen its ability to manage data, it can incur risks such as leakage of sensitive data, corruption of logistics data, and an inability to utilize customer information streams... which leads not fully exploiting business opportunities.

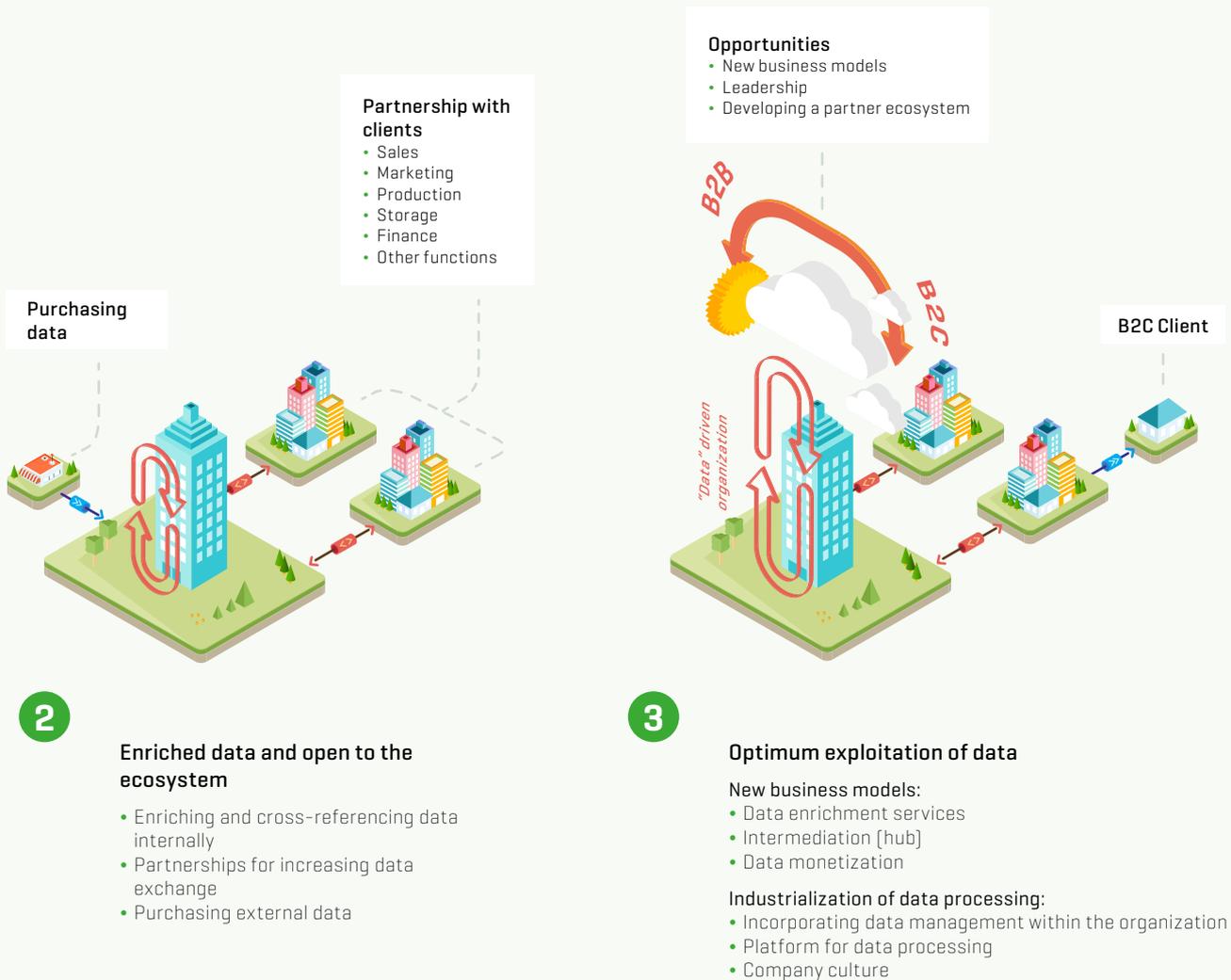
Besides upgrading its skills in terms of B2B data processing, the company also needs to be technically equipped to

collect, process, visualize, and analyze an ever-increasing flow of data. Today, cutting-edge solutions in this area are provided by big data technologies such as Data Lake, Hadoop, NoSQL, and predictive engines. All the concepts driven by these technologies make Chief Digital Officers, marketers, and sales teams fantasize about countless use cases. However, implementing a Big Data system with predictive capabilities is still far from being a simple activity, contrary to what some solution providers may claim.

The banking industry has shown us that it's better to deal with matters

gradually and in a structured, sequential manner. If we take the example of risk management in investment banking—a key activity in the banking sector—we quickly realize the value of an open and predictive system that can analyze all the data collected on a given client, regardless of its source or format.

However, this system's development has gone through a series of successive steps: random collection of transaction data, implementation of pointers for detecting risky transactions, creation of customer platforms to collect non-transactional data to



further enrich the analysis (e.g. analysis regarding the delivery of goods), implementation of more sophisticated algorithms for detecting fraud, and finally, data lakes for storing data of various formats coming from different sources for “subsequent” analysis and algorithm-based detection activities. Several years later, the efforts for building a robust fraud prevention system are still underway despite a significant investment by banking companies.

### Players need to be repositioned in the value chain

Along with their transformation, these companies are also opening up to their ecosystem in order to create new products, or even new business models, with the help of all this data. **Dassault Systèmes**, a leader in 3D modeling, and **Bureau Veritas**, a major player in the certification industry, joined forces in March 2016 to offer 3D modeling for ships and offshore platforms<sup>8</sup>. The objective was to create a modern user

experience based on the data collected during inspections or on the basis of plans to manage their integrity and anticipate risks—an unprecedented business model with new applications revolving around shared enterprise data. This model is a convincing example to demonstrate that sharing data between companies creates value for the industry. Besides this model, there are countless other models that can be created, including the couple described here.

8. <http://www.3ds.com/press-releases/single/bureau-veritas-and-dassault-systemes-partner-to-drive-digital-transformation-for-marine-and-offshor>

## *The opposite of the GAFA model*

**General Electric**, an industry giant embarked on an ambitious project called **Predix**, which involved creating a Big Data platform for real-time predictive data analysis by addressing the needs of a client through a POC and then generalizing that platform across other players once its value had been proved through the pilot POC. “We are the opposite of GAFA<sup>9</sup>,” states Vincent Champain, the CEO of **GE Digital Europe**. “We are offering a paid platform, but it is the client who remains the sole owner of the data and of the value that’s generated.” Data scientists are certainly required in this model, but without any sales or communication activities and without providing explanations to different functions on the value-added uses, all this cleverly organized data would just be locked up in a warehouse, its key tied to a guard who speaks a language that very few understand.

## *Data vault, certification body, or data analyst: choose your positioning*

There are a number of advantages to clearly establishing your position on data processing in your industry. First of all, it allows you to gain an edge on new disruptive offerings. For example, after positioning itself as an expert in data analysis, Tesla Motors decided to embed the required sensors and amenities in its vehicles to aid in the introduction of new functionalities like autopilot in the post-marketing phase; all this was possible thanks to collected data and artificial intelligence. This in turn enabled Tesla to develop new, long-term business models.

Just like Tesla, General Electric equipped its products with connected sensors, creating additional service offerings for its clients. Today, these services account for more than 50% of GE’s turnover. More intelligent and accessible, the data of our companies

derives an intrinsic value from its complexity, which goes above and beyond the role it was previously assigned. The one who knows how to tap into this intrinsic value will regain leadership in this domain. Oracle BlueKai plays the role of a “trusted third-party” certification body, i.e. a recognized intermediary between the supply and demand of data. It centralizes, sanitizes and adds value to data, and thus allows marketers to create, for example, targeted advertising banners. In another industry, Sigfox plays the role of the “certification body” and acts as a channel for data transfers by creating a secure network for data collected from connected objects. On the contrary, SAP and General Electric boast strong end-to-end data management for any given industry, executed through platforms adapted to the specificities of their clients, all while leaving the data ownership with them.

The temptation to hold on to data is very strong, especially when it is collected within systems that are specially designed for your organization. Yet, if you take the example of large B2B data management companies (**Google**, **General Electric**, etc.), you can see that it is not possible to maximize the commercial exploitation of data within the same organization, regardless of how valuable it is. Now, more than ever, it is necessary for companies to open up to other companies and their data. Essentially, they need to open up to an extended industry ecosystem in order to help each other invent the business of tomorrow that will undoubtedly rest on data: the new black gold of the fourth industrial revolution.

### Vincent Champain

CEO, General Electric Digital Foundry Europe

GE Foundry was created in response to some fundamental changes in the development of industrial software. Historically, software development has been monolithic, not very user-friendly, and light on customer service. However, today it has evolved into a highly agile working model based on cloud computing and inspired by B2C practices. Following these changes, industrial data has become widely available and must be able to respond to the specific constraints and needs of each industry, adapt to specific business requirements, and meet the ever-increasing demand for performance. **Today, the core challenge is to find the “needle of value” in the “haystack of data”** in order to create specific and relevant use cases and develop a range of micro services and applications.

In order to address these issues, GE decided to develop GE Foundry as an open model of co-development based on open standards and partnerships with integrators to help our clients, bring them expertise in the field, and support them in their development initiatives. This would also enable them to share and interact with their peers within a community. In fact, since **no individual entity is stronger than a global ecosystem**, we decided that we would no longer just build expertise, but create a large community of partners who will boast significant collective intelligence.

With the “Predix” service offering, GE provides a platform for collecting data from our clients, who in turn can develop their own applications to meet their specific needs. **This chosen model is the opposite of the GAFA model** because although GE provides a paid platform, **the client owns the data and the value that it generates**. In our opinion, a company that doesn’t have control over its competitive advantage is more likely to be “commoditized,” which is why we enable our clients to retain control over their specificities while also leveraging our platform.

Of course, there is still some resistance to adopting this new model, **with the first barrier being the tendency of**

**holding on to the status quo**. Companies still tend to look at their data without truly understanding its real value nor knowing where or how to begin. **Moving away from the status quo and embracing the transformation approach is therefore of current importance**. This shift into a more digital world raises many questions on the capacity and location of data storage, the architecture to be deployed, and the needs of new capabilities. These issues must be addressed gradually to facilitate the organization’s transformation journey. In-sourcing some of the stages of software development—by creating MVPs [Minimum Viable Products], for example—is not only a big challenge, but also one that is difficult to master. It is quite possible that we might not derive any value if we either abuse or underutilize this re-internalization lever.

To conclude, here are two remarkable examples of Predix used by our clients: the first example hails from the aerospace industry, where improved knowledge and thorough understanding of in-flight usage data, provided by the applications available through Predix, enabled our client to optimize the lifespan of parts based on their actual usage. The second example is of a company that specializes in shipment management: based on their specific requirements, our client was able to develop their own components for Predix to monitor their equipment base, which not only helped them manage their industrial performance, but also enabled them to get additional revenues by marketing the software components that they had developed. **Thus, this new industrial data model enables players to create new services and to diversify their business portfolio by offering SaaS (Software as a Service) solutions.**

LEARNING  
FROM A CASE STUDY



SIEMENS  
*BUILDING TECHNOLOGIES*

Frank Tenndstedt, Steffen Elsaesser, Sara Pape and Dustin Hamerla, from Capgemini Deutschland GmbH

*With the collaboration of Eikke Steffen, Head Solution & Service Portfolio,  
Siemens Building Technologies*

# REINVENTING BUSINESS MODELS WITHIN THE BUILDING SECTOR

## USING DATA TO OPTIMIZE PERFORMANCE

Becoming customer-centric is a real challenge for B2B companies. Trying to address a client's needs and expectations, so as to cover an overall solution, they tend to develop services rather than products and shift from a product-oriented business to a service-oriented business. Leveraging on IoT and data, Siemens Building Technologies has undertaken this transformation.

To respond to the entirety of a client's needs and expectations, and to propose a range of personalized solutions, these companies must develop services rather than products while shifting from a product-oriented business to a service-oriented business. Following this track, Siemens Building Technologies is leveraging both data and IoT to undertake this transformation.

### CHALLENGES AND OPPORTUNITIES FOR MANUFACTURING COMPANIES IN THE DIGITAL AGE

The advancement of digital technologies is fueling the next industrial revolution, disrupting every industry, including manufacturing. Technologies and methods like rapid prototyping, advanced analytics, and cloud compu-

ting enable an ever-increasing number of new players to enter the market. With a customer-centric approach, these emerging companies are often able to exceed expectations with high quality services and tailored solutions for both end-consumers and business customers.

Established manufacturing companies face increased risk of commoditization and as such, they are actively pursuing new ways to add value to their customers. One possible solution to this difficult market situation is the advent of the *Internet of Things* (IoT) and a concept known as *product as a service*. Instead of merely focusing on selling products, manufacturing companies can extend their interaction into the after-sales phase through built-in sensors that generate data about product usage and condition.

This data can then be leveraged in various ways – from offering cost-efficient and preventive maintenance for systems and solutions, to creating entirely new service-oriented business models that allow for new revenue streams, higher margins, and prolonged customer relationships. Siemens Building Technologies, a leading provider of building management technologies and services for commercial, industrial, and public buildings and infrastructures, overcame such

challenges by taking this route.

Over the last decade, the market for commercial building management has changed significantly. The consolidation of suppliers and service providers coupled with rapid advancements in available technology have driven innovation in the area of connectivity and user-centric applications, bringing new players into the market. These innovations have also allowed for more dynamic offerings in the area of real estate management and building performance, which are in high demand.

In fact, buildings consume 42% of electricity worldwide and unfortunately, up to 50% of that is wasted. This inefficient energy consumption is one important factor that contributes to real estate being the 2nd largest expense for many of Siemens Building Technology's customers. In addition, questions surrounding a building's energy efficiency are only growing more important when it comes to defining a structure's value. Therefore, by offering advice, solutions, and services to improve building energy efficiency, Siemens offers intriguing new perspectives to enterprises seeking the best possible building management.



## THE TRANSFORMATION OF SIEMENS BUILDING TECHNOLOGIES FROM A PRODUCT-CENTRIC TO A SERVICE-CENTRIC COMPANY

To establish itself as one of the world leaders in building technologies, Siemens decided to differentiate itself from competitors by developing a platform for innovative analytics and remote-oriented service offerings for connected buildings. The platform enables Siemens to offer a range of new services that optimize energy management (on the supply and demand side) and sustainability programs while increasing the efficiency of existing services.

A performance reporting system allows facility managers to have an overview of a real estate portfolio's health status. Additionally, benchmarking analysis

helps optimize system performance by comparing buildings not only within the clients building portfolio, but also within Siemens' installed base of more than 50,000 buildings from more than 5,000 customers. Furthermore, energy consultants and engineers make use of various forecasting models to assess the quality and effectiveness of future construction projects.

Considering that people spend 88% of their lives inside—at the office, in public buildings, or at home—Siemens Building Technology's vision is to create perfect places in order to improve people's lives as well as their ability to maximize their potential in the workplace. In order to turn this vision into reality, Siemens aims to gain a deep understanding of what the perfect place means to each occupant of a building. They achieve this by analyzing and interpreting more than two terabytes of data generated daily by sensors in their installed base, which

Siemens describes as a way to "listen to buildings talk." These insights allow for the creation of unique end-to-end experiences for end-users, starting from the moment a worker enters the gates, are guided by their smartphone to an available work space assigned according to personal preferences, and takes a seat in a space where lighting and temperature adjust automatically to the worker's liking. These insights also allow for a more macro approach to building performance in which an operations officer can make decisions that improve the efficiency and comfort of their buildings across the globe from a single location.

Furthermore, analytics-driven services can help to save lives in case of an emergency, such as when occupants are shown a safe escape route out of a burning building or when first responders can digitally see where help is needed the most.

At the same time however, data privacy is a challenge to be reckoned with. Siemens ensures global compliance with regulatory requirements by implementing the highest standards with regards to the randomization and encryption of data so that no conclusion about an individual person or company may be derived.

In addition to a better engagement with customers and increased revenue streams from the described services, the platform bears the potential for cost optimization by improving maintenance processes and ensuring the higher availability of installed systems. Through real-time condition monitoring, problems can be detected early and resolved remotely, even outside of working hours. Predictive analytics goes a step further and foresees failures before they appear, reducing unplanned downtime and helping achieve higher availability and an extended product lifespan for expensive equipment and systems. By providing a service technician with the right technical information and detailed history about a system's problems and maintenance, first time fix rates are improving and conjoined maintenance planning is reducing costs.

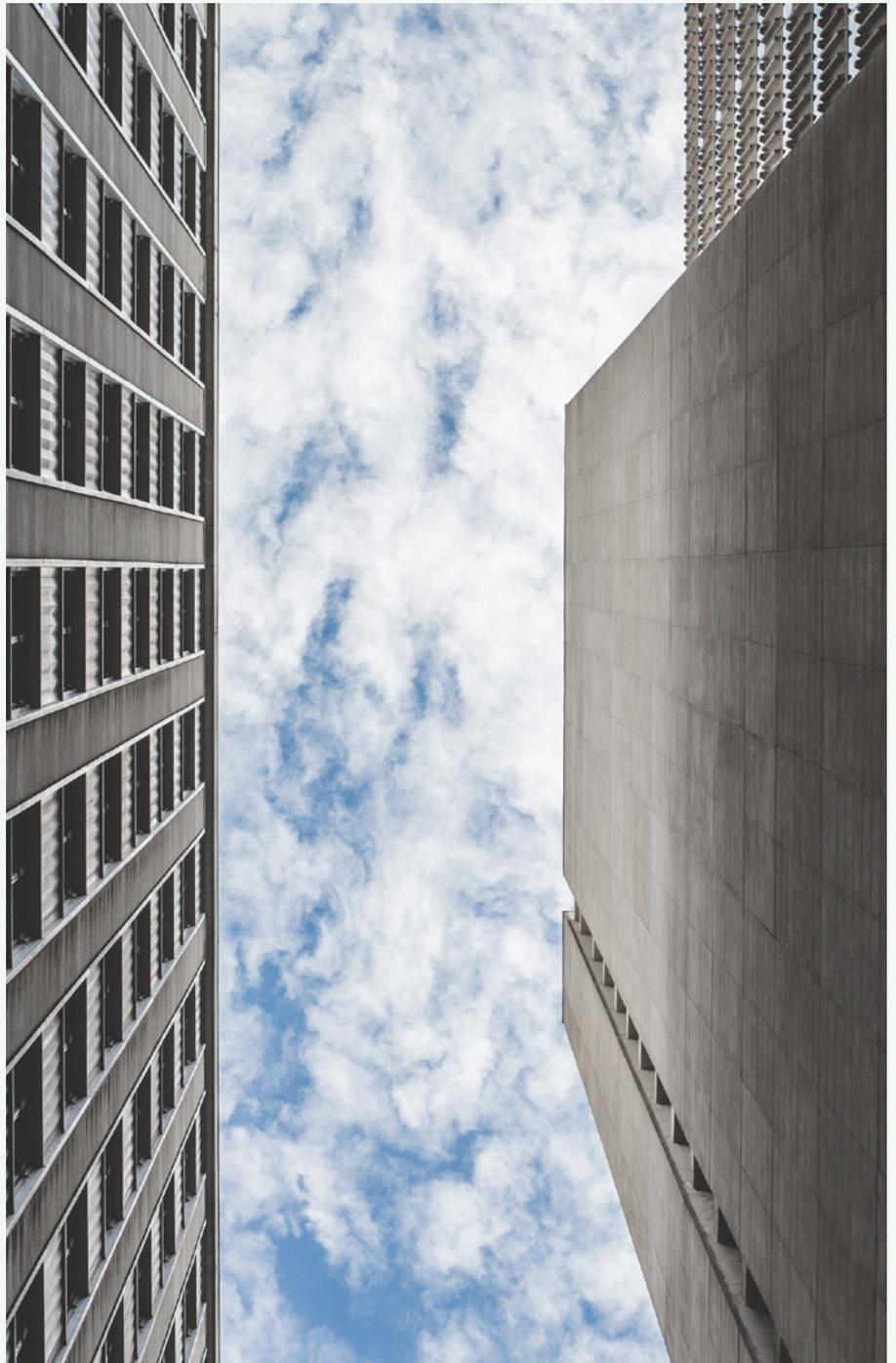
### **TRUE BUSINESS MODEL INNOVATION: MOVING BEYOND SERVICE IMPROVEMENT**

Beyond the aforementioned innovations that are powered by the Siemens Service platform, this technology enables a whole new way of interacting with customers and partners and it allows them to propose new pricing models.

During the process of designing a building, a technology supplier like Siemens Building Technologies is typically only implicated in the later stages of the planning process, when the structure of a building is already defined. It is therefore especially important to offer a solution that can easily adjust to different environments. To achieve such flexibility, Siemens is uncoupling

installed hardware from offered services through a self-service portal that allows the customer to activate or deactivate services according to their own needs, as opposed to the more traditional pricing model that charges customers based on signed services. Another model that Siemens is pursuing is value-based contracting, in which the customer is charged only when agreed targets, like energy savings, are met.

The platform enables the integration of third-party hard and software, which allows Siemens to generate revenue from new customers and continue to shift its position away from that of solely a hardware provider towards one of a company that can provide hardware, systems, and a robust portfolio of services.



### Eike Steffen

Head Solution and Service Portfolio manager,  
Siemens Building Technologies

#### How does a service-oriented business model impact Siemens BT's sales processes in regards to higher margins and a closer relationship to the customer?

A major part of Siemens Building already focuses on the so-called lifecycle business model. This model grew out of the necessary combination of solution and service components based on a strong own portfolio. Thanks to the advent of digitalization, Siemens Building Technologies can now enrich their service offerings through SW-based services that leverage data collected from relevant building infrastructure technology [e.g. built-in sensors, devices, and systems]. Access to this information opens up a bounty of insight into building performance. This allows us to help our customers to optimize their OPEX structure for technical assets in buildings. By doing this, we intend to become an even more trusted advisor for our customers, strengthening of customer-company relationship.

#### How does a service-oriented business model help Siemens BT generate additional revenue streams?

As we already mentioned, the lifecycle business is very important to Siemens BT because it allows us to serve our customers during the lifetime of their buildings. From a commercial perspective, this translates to a recurring revenue stream. Technology allows us to "listen to a building talk." In other words, we leverage the ability to collect numerous data streams from technical infrastructure in buildings. These continuous insights act as a catalyst to inform the building owner of floor layout and overall structure to best optimize the space's usage.

This illustrates how offering additional data driven services will generate new revenue streams.

#### How is Siemens BT using digitalization and analytics technologies to create perfect places for the end-user?

The "perfect place" depends on the purpose of the building in question. We have to combine the areas of comfort, safety, security, and sustainability in order to create the perfect place for an individual. As a result, an individual employee's preferences influence the "behavior" of a building managed and controlled by Siemens BT's SW systems, allowing for the control of all parameters affecting their working environment. Putting together smart data such as building usage and the behavior of technical equipment as well as the surrounding environment [e.g. utility prices and weather conditions], Siemens can rapidly construct a picture of the building's environment and begin to recommend ways to reduce energy consumption, driving down the energy costs.

#### Where do you see the biggest challenges for the transformation of Siemens from product- to service-oriented company?

Siemens must disengage its installed solutions from offered services through a form of self-service portal that allows the customer to activate or deactivate services according to their needs. Siemens must learn to embrace a value-based contracting model in which the customer is charged only when agreed targets, like energy savings, are met. By enabling the integration of third-party hardware and software, Siemens

can generate revenue from new customers and continue to shift its position away from that of a solution and service provider towards one of various platforms integrating a large spectrum of services including consulting.

#### Where do you see the future of buildings technologies?

The future of building technologies will be centered on building asset management, which combines holistic energy management, the improvement of maintenance processes and system performance, and a unique end-to-end user-experience as part of the Siemens "perfect places" vision. This means that building technologies are challenged to become the operating system of a building or an infrastructure. Data analysis and the integration of various outside factors will complement these innovative services. Take, for example, weather forecasting; it could be used to optimize a building's heating or cooling needs, perhaps warming the space by night when energy prices are low and maintaining a comfortable daytime office temperature. Customer-focused creative solutions that leverage digitalization will differentiate Siemens from "commodity suppliers" and reaffirm its status as one of the world's leaders in building management.





# CHANNEL PROLIFERATION MASTERING

Sébastien Joubert, Caline Sioufi, Barbara Hartmann, Bertrand Fons and Romain Farra,  
from Capgemini Consulting France

With the collaboration of Sophie AK Gazeau, Digital Director of Adecco Group France

# SALES FORCE IN THE DIGITAL ERA: A REVALUED ASSET

*The traditional sales force is an endangered species: between 2012 and 2020, around 20%<sup>1</sup> of B2B sales jobs are likely to disappear from the US (about 1 million jobs).*

*Given this statistic, the role of physical sales forces must evolve. The digital era—the root cause for this radical change—is also a powerful lever for this unavoidable transformation.*

## **B2B customers are expressing new expectations vis-à-vis the B2B sales force**

The habits of B2B customers have evolved for decision-makers, influencers, and users alike. Previously, the salesperson was the preferred point of contact both prior to and during the act of purchase to obtain information on the product or service, to get suggestions and guidance on the product, and to negotiate the item's price. Today, more than half [59%]<sup>1</sup>

of customers state that they don't need a salesperson while purchasing something, particularly for simple or standardized products.

While customers no longer systematically need a salesperson to purchase an item, they still look for vendors with more support, personalization, and expertise in their business or industry. These are harder to find on other channels [particularly digital channels] and during their own research.

*B2B customers who are increasingly independent in terms of collecting information, before the act of purchase, by relying on their peers. B2B customers grow continually more autonomous prior to purchase by relying on their peers*

1. FORRESTER: Threats to their traditional sales force will change the focus for B2B marketers", April 2015

Presently, more than half of B2B customers amass information on a product or a service before the act of purchase via the web, without going through a physical salesperson<sup>1</sup>.

B2B customers seek to form their own opinion of the products or services offered and are therefore particularly inclined to use user communities and social networks, especially LinkedIn and Twitter, to gather external opinions. As a result, 50% of B2B customers believe that the opinions and recommendations of their peers are just as important as the advice and suggestions a physical salesperson<sup>1</sup> could offer.

### *Significant growth of B2B e-commerce*

Sales models lacking any interaction with physical sales forces have grown significantly: 93%<sup>1</sup> of B2B customers buy directly through digital channels when they know exactly which product or service it is they seek; consequently, B2B e-commerce has seen a 10%<sup>2</sup> chaque année en France.

This trend is particularly notable for simple products or acts of repurchase; however, 80% of B2B customers still wish to interact with a salesperson when the product or service is complex and 91%<sup>1</sup> of them wish to interact with a physical salesperson when the product or service concerned requires additional services (installation service, phone support, training, etc.)<sup>3</sup>.

### *Transitioning from the role of a salesperson to that of a trusted advisor for customers of high-value segments*

The involvement of the salesperson will no longer be centered on the act of purchase alone. Today already, only 20% of a salesperson's time would be devoted making the sale itself. Unlike the role of a traditional salesperson, which is focused on the sale of the product or service, the "consultant"

salesman provides a dimension of advice and strong expertise to his or her customer. Today, only 10%<sup>4</sup> of customers reckon that salesmen understand their business problems or that they are capable of sharing relevant, valuable information; customers now expect them to have expertise in their business and industry.

Sales forces must also embody the brand and the relationship that the customer has with the brand. The salesperson orchestrates customer assistance throughout the purchase lifecycle (before, during, and especially after) the act of purchase. At the end of the day, the sales force must know both when and how to mobilize the skill set of their company to provide valuable services to their customers in an effort to resolve their potential

business challenges.

A sales force should be as connected as their customers or prospects. Their credibility is built around an ever-increasing, in-depth knowledge of their customers and prospects, enabling them to better understand who they are and what their needs are in real time.

EMC, an American company who is a pioneer in the market of cloud computing, has implemented a chat system with "EMC sales specialists" that makes it possible to provide expert assistance without intruding on the consumer. Some companies—mainly in the software industry—have fostered this change by creating Customer Success Managers. The role of the Customer Success Manager is to step



in following the act of purchase to build customer loyalty. They must be particularly attentive to the customer's use of products and services. Through use analysis, these managers can better observe and understand their customers, ultimately upping offerings and brand value for customers.

**Today, levers for sales force transformation are both known and accessible**

Digital technologies are a catalyst for the transformation of the sales force. They can support the sales force and their journey by permitting them to reposition themselves as orchestrators of customer relationships – before, during, and after the act of purchase.

*Adapting the way in which sales performance is managed and monitored as well as the levers for motivating the sales force*

As the role of a sales force evolves, the measure of its performance must also evolve. It is necessary to go beyond the criteria of sales volumes and acquisitions to measure the level of service and value provided to customers. Elements including customer satisfaction, customer engagement, or customer loyalty should therefore be thoroughly understood to assess sales force performance in this digital era. To do this, new indicators must be considered: customer satisfaction rate [C-Sat], Wallet Allocation Rule [WAR], duration of contracts, measuring churn at a more granular level with differentiation according to customer segments or sectors, and up-selling and cross-selling volumes. Introducing these indicators (directly linked to variable compensation) is one of the first key factors for the successful integration of sales force's new role among vendors.

*Digital tools to facilitate in-depth customer knowledge and break down the silos*

tools to facilitate in-depth customer knowledge and break down the silos. The implementation of a cross-functional CRM tool within the organization, one that is adopted by all the stakeholders—not only the sales force, but also the marketing and customer care teams—is indispensable today to build complete and relevant customer knowledge.

For example, lead nurturing tools facilitate the real time transmission of information collected after marketing campaigns. CRM/Sales Force Automation solutions can interface with marketing automation tools for greater effectiveness and continuity in converting the leads generated. As a result, PRECOR, a company that specializes in manufacturing fitness equipment, equipped its sales staff with this type of a solution to better process these leads. The result following the first year? A 45% increase in advanced leads for PRECOR, with a 100% increase in the second year.

The “Closed Loop Marketing” approach, a tool in the hands of the sales force, is structured around 3 pillars: data analysis, personalization, and responsiveness. It's an incremental approach that helps directly adapt the sales pitch during customer meetings and provide feedback for the marketing team to progressively optimize support content. In a continuous optimization cycle, relevant information is repeatedly collected and analyzed, facilitating a better understanding of customer needs, consumption patterns, and customer preferences for marketing content.

Silos are out. The time has come to share both content and the right information at the right time so as to not lose leads. The boundaries between operational marketing and sales grow ever more blurry; it is therefore crucial to strengthen the collaboration between sales forces and marketing

teams while both positioning the customer at the heart of the operation and modifying the organization by merging certain support functions together between the two teams. While the implementation of common tools is one of the first levers for enabling the marketing and sales teams to work closely together, certain organizations have also introduced common objectives, incentives, and even joint remuneration policies.

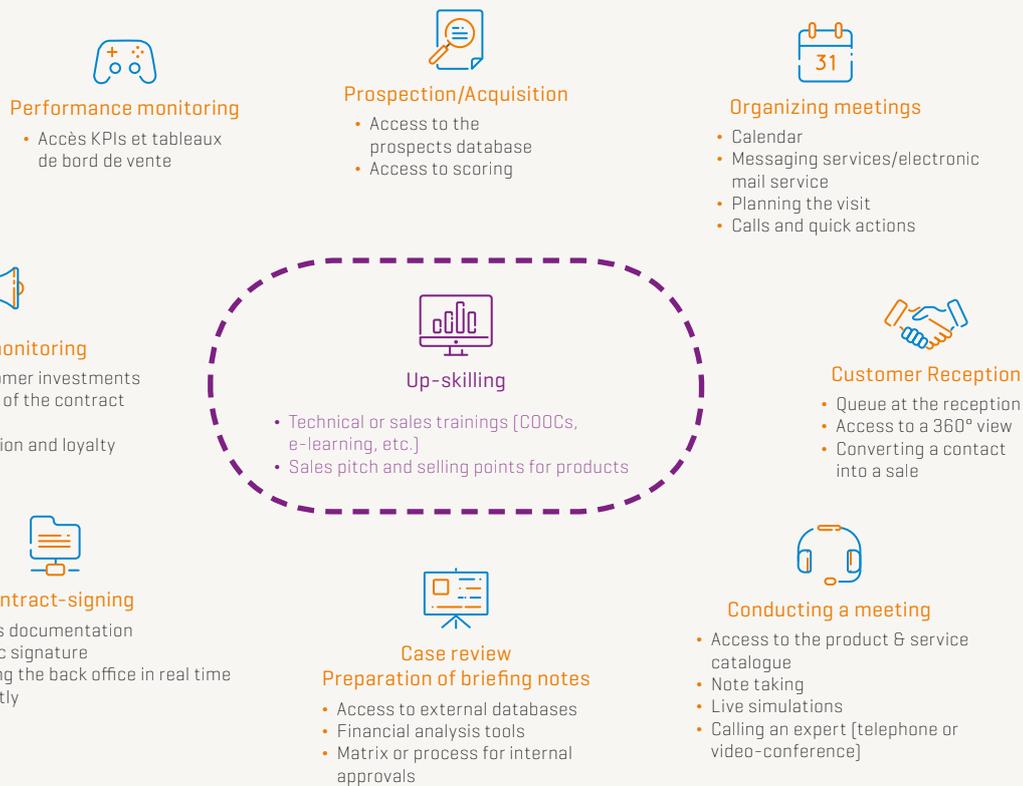
*Equipping the sales force with digital tools to facilitate their omni-channel presence*

Considering the increased mobility of sales forces, the high volume of information, and the increasingly high level of responsiveness and expertise expected by customers, the sales force needs to be equipped with digital tools to support them throughout their sales journey. These tools help facilitate customer interactions and gain productivity across all stages of the sales journey, from prospection up to performance monitoring.

Given the omni-channel context, these mobile tools should not be considered as mere “gadgets,” but should be integrated and connected to each other and to the CRM customer base. In this respect, Legrand equipped its sales force with the Sylpheo mobile application interfaced with the CRM system. This allowed them to optimize sales interactions as part of their sales campaigns with tangible results: more than 30% of the customers contacted had a stable conversion rate, halved the time required to close a campaign, and doubled the order intake rate on smartphones within one year.

- 
2. Fevad 6 ICE 2014
  3. Forrester/Internet Retailer Q1 2015 US B2B Buyer Channel Preferences Online Survey, The B2B Sales Force Digital Reboot, 2015
  4. FORRESTER, 2016, Breakout Vendors: Sales Content Management

## Digital tools support the sales person throughout his/her journey



Source: Capgemini Consulting ©

Sales forces can now also lean on approaches like “social selling”: applications, social networks, or user communities are some of the vectors for providing more content to customers (sharing of advice and best practices among peers) and developing customer knowledge and engagement. For the past two years, “La Poste Solutions Business” has left no stone unturned to promote “social-selling” both through using a conversational commerce platform and by searching for B2B leads on social networks (mainly via Twitter). A personalized and well-targeted tweet can help capture someone’s—perhaps a decision maker’s—valuable attention in a way that was impossible through phone or email. Social-selling has already enabled “La Poste Solutions Business” to sign new contracts worth 1.7 million euros.

### *Transforming today’s salesmen into “salesmen 2.0,” ready the customer’s of the future*

It is vital to up-skill the sales force so that they can master these changes and perform their roles as orchestrators and advisors throughout the customer journey. This should be done based on the principle of symmetry because only a committed employee can help win a satisfied customer.

Besides mobilizing the middle management, digital is also a particularly well-suited lever to help develop the skills desired in tomorrow’s sales force. The company can thus rely on new learning methods and tools (e-learning and m-learning, blended learning, COOCs and MOOCs, etc.) to create certifications and increase the motivation of

stakeholders to upgrade their skills. Air France KLM Cargo remarkably made use of a dedicated enterprise social network in certain countries to accelerate training, followed by the adoption of the new CRM tool. The objective was to enable new users to communicate with each other in case of problems while getting familiar with the tool.

Above and beyond the adoption of innovative digital tools, this sales force transformation is accompanied by structural changes within companies, such as increasing the synergies between sales and marketing functions and a revision of sales targets and remuneration policies. In fact, it paves the way for a paradigm shift, with marketing becoming a profit center (by way of generating digital leads) and the sales force becoming a content delivery hub (thanks to social-selling).

## The typical day of a salesman 2.0



8 am

### Guillaume begins his work day

He prepares for a meeting with a customer; during the commute, he rereads the information collected on the customer using his tablet. Since the database is connected to the CRM system, he can access the customer's history

CRM tools help obtain a 360° view with all the information required for gaining a good understanding of customer needs (claims and complaints, orders, etc.)



9 am

### Guillaume has a review meeting with his customer

His customer states his ambition of addressing a new market, and consequently, the need to adapt the products that he buys from Guillaume. Using his tablet, Guillaume invites one of his colleagues to the meeting, who is an expert in the target market. Together, they outline the next steps with the customer

New digital tools include several functionalities to help the salesman throughout his or her journey; for example, access to business or sector expertise directly during a meeting



11 am

### Guillaume takes advantage of his return journey to check his LinkedIn account

He sees a prospect's comment on the post of one of his loyal customers and uses the opportunity to comment on the post, thereby sharing content that he deems relevant for the prospect

"Social selling", social amplification tools or user communities are powerful levers for distributing content – suggestions, best practices – and thereby developing customer knowledge and engagement. Moreover, the CRM system can be connected to social networks to enrich the contacts database



2 pm

### Guillaume meets his sales colleagues and the marketing teams for a weekly review

Together, they analyze the sales performance of the week (meetings, opportunities, etc.), validate next week's objectives, talk about challenging or high-stake opportunities, and decide the content to be included in the marketing campaigns

Collaboration between the marketing and sales teams is one of the levers to achieve greater efficiency for the sales force



4 pm

### Guillaume continues a training that he began online on the new regulations in his sector

At office, he has a discussion with an expert on field on the challenges linked to these regulations. On his way back, he completes online exercises on his tablet to further broaden his knowledge

Digital tools are helpful in up-skilling the sales force: e-learning, m-learning and blended learning facilitate learning and collaboration between teams

## Sophie Ak-Gazeau

Digital Director, Groupe Adecco France

### CC: What do you do at Groupe Adecco to make your sales force more efficient through digital?

#### S. Ak-Gazeau:

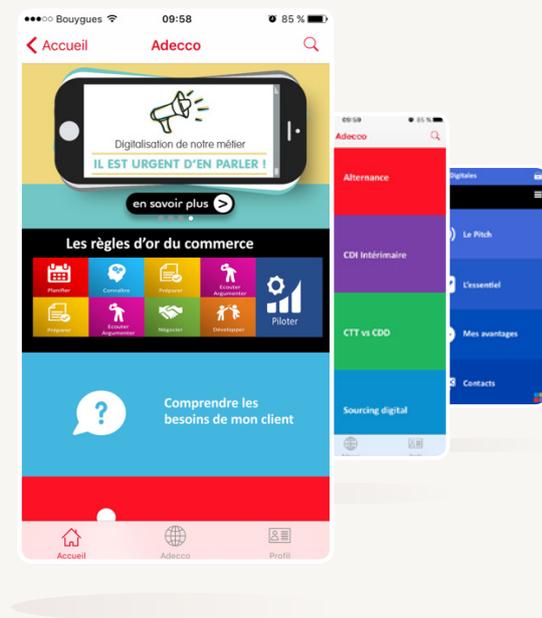
Due to the nature of their job, salespersons are always on the move and are therefore more digital than they think. Within the Group, we did not go through the “Tablet step,” as most sales forces did, and instead directly developed a mobile app dubbed “The Essential,” used by over 2,000 collaborators today. It helps salespersons to prepare their business meetings through the use of an audio pitch of all our offers that they can listen to while driving. This app equally useful during meetings, as our salespeople can access and fill out forms to identify customer needs, leading them to the best offer for a particular client and displaying visual presentations of the offer to finalize the deal. It’s also a great tool for the marketing team, as they can use it post daily promotions. To top it off, a permanent satisfaction survey is integrated directly in the app. The 150 already completed surveys will help app evolve in a positive direction.

In order to relieve our sales force of administrative tasks, we launched a dematerialization program for contract signing. Moreover, we started using Salesforce, which resulted in the creation of a Sales Efficiency Department.

### CC: With the role of sales force changing in regards to digitalization, how do your marketing and sales teams collaborate today? Considering today’s changing role of sales forces, how do your marketing and sales teams collaborate in the workplace?

#### S. Ak-Gazeau:

In terms of tools, we are currently implementing a lead generation tool linked with Salesforce. While we are just starting to use this tool in France, the results are excellent in the US. After three years, one client out of three comes from lead generation. Two main factors contribute to this success: sales departments are not the only areas facing changes in job description, marketing jobs are going digital as well, helping both teams to learn new ways to work together. What’s more, the

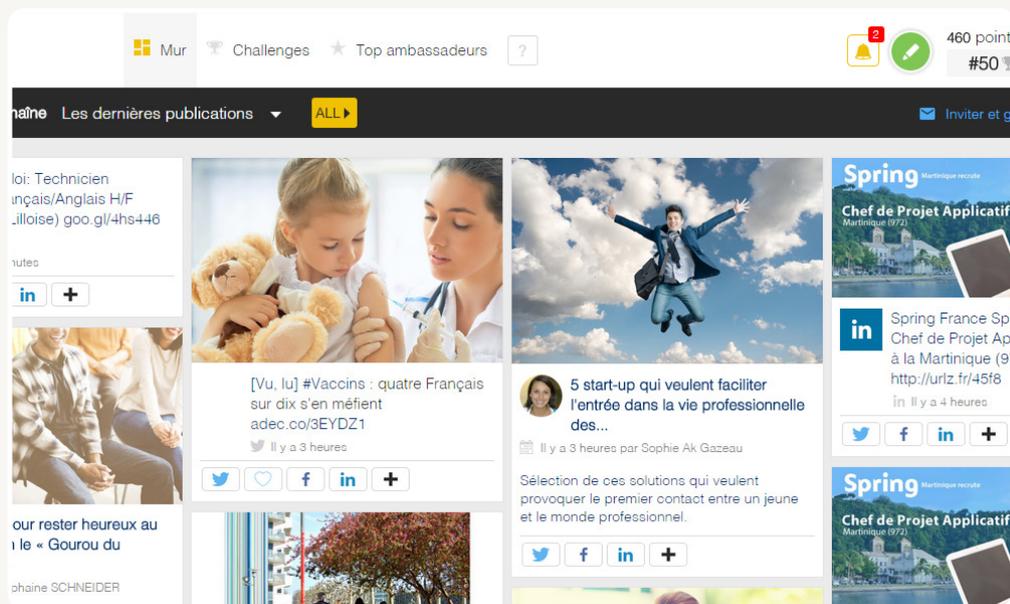


sales teams are involved early in scenario creation, challenging the marketing teams on different steps of the conception process, with emphasis on scoring and go-to-market.

### CC: How do you train your collaborators as well as your sales force to use social networks as a lever?

#### S. Ak-Gazeau:

We use an Employee Advocacy Platform called Sociable to suggest content to be published on social media to our employees. This helps collaborators to relay content in one click on the network of their choice. This platform uses gamification with regular challenges on diverse themes to incite collaborators to create new content and share it with others. The adoption is great. It intuitively drives the sales force towards social-selling. Therefore, sales align more and more with the company vision. An employee could



take over Adecco's Snapchat account to share stories about daily life at Adecco, creating a digital vision of the workplace.

Thanks to digital, sales are becoming a channel for broadcasting brand image, just as marketing is becoming a profit center.

#### Groupe Adecco's context

- **15 brands** within Groupe Adecco (HR consulting, recruitment, training, consulting, outsourcing)
- **5,100 collaborators** of which 1,700 are directly dedicated to sales
- **Creation of a digital division** to support the sales force on two levels: efficiency and differentiation

#### Sociable key figures

- **490 ambassadors** registered, representing 10% of the group headcount in France.
- **43 shares** or likes by month, per user on average.
- **3.3 Million internet users** reached by our ambassadors, 10 times more than our brand accounts.
- **52% shares** or likes are mobile.

Thibault Cazenave, Marine Bardet, Victor Drault and Lionel Benoïlid, from Capgemini Consulting France

With the collaboration of Marc Gigon, VP Digital at Total Marketing & Services

# THE B2B PORTAL: THE POWERFUL DIGITAL TOOL READY TO REVITALIZE YOUR OMNI-CHANNEL STRATEGY

*When it comes to leveraging digital customer experience, B2B lags far behind other options.*

*49% of B2B buyers prefer to go through B2C websites, such as Amazon, who offer them a better customer experience<sup>1</sup>. B2B players must therefore, without any delay, seize the opportunities and challenges that the digital world presents. A B2B portal mainly helps smooth the omni-channel experience by further engaging clients and by strengthening value propositions. Although several B2B players already have their own portals, they have been compelled to rethink their value proposition due to new B2B client expectations, the pressure from B2C players, and recent technological developments.*

## **B2C influences the B2B expectations clients have for the digital customer experience**

B2B clients are increasingly opting for digital channels to make their purchases. It's gradually becoming their preferred mode of shopping; online purchases will go from 30% in 2014 to above 55% of the total purchases in 2017<sup>2</sup>. B2C players like Amazon have shaped consumer habits on digital channels. A wide range of products and services, buying assistance based on

product recommendations, knowing the client, and simplified, one-click buying processes have become standard expectations for B2B clients for even the smallest transactions.

For example, B2B customers prefer to look for information on their own. According to Forrester, most buyers believe that sales representatives are not the primary source of information on products<sup>3</sup> and 74% of them prefer to look for information online<sup>4</sup>.

Based on these observations and findings, B2B companies are allocating more and more funds towards impro-

ving customer experience – in 2015, this budget increased by 6%<sup>5</sup> for nearly half of B2B companies.

In fact, the effort made to reach the level of B2C players seems all the more significant as the nature of transactions in B2B is far more complex: it often involves multiple points of contact on the client side; as a result, there are many specific challenges and constraints to manage.

Beyond the transactional aspect, more and more RFPs explicitly state that the desired services must be made available through dedicated B2B portals.

Consequently, providing a portal and a good user experience stops being a differentiating element, though not having one becomes a handicap.

Moreover, the advent of digitization highlights organizational silos in B2B companies at the cost of customer experience and business performance. For example, marketing teams now have business goals linked to the effectiveness of digital campaigns, sometimes in competition with those of the sales force.

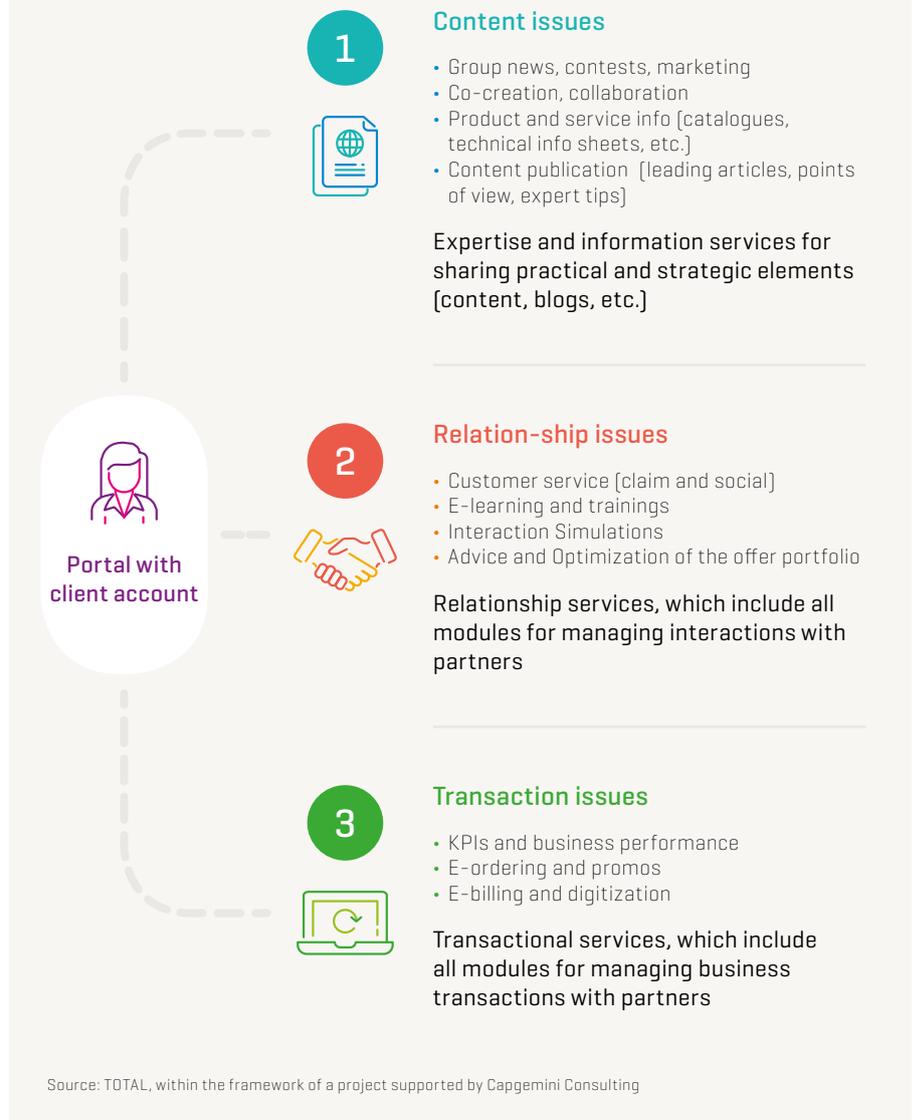
On one hand, B2B companies are still struggling to comprehend the diversity of channels and points of contact; on the other hand, you have organizational silos. Both these factors act as obstacles that diminish the impact of the initiatives undertaken. In fact, 73% of B2B companies feel that their budget is too fragmented between channels<sup>6</sup>.

Despite all this, a pure digital approach is still excluded in B2B. The sales force continues to play an important role in customer relationships because the needs of B2B clients most often require a customized offering as well as support in the decision-making process. Likewise, customer care calls for human and embodied relationship, which is not currently possible through digital channels.

### **Setting up a B2B portal helps redesign the B2B digital customer experience, supporting traditional channels for greater customer engagement**

The B2B portal can be in the form of an internet site or mobile application and serves as the primary interface for digital interactions between a B2B business and its clients. It plays a role in supporting the company's strategy by addressing three major challenges in terms of content, relationship, and transactions.

The B2B portal is a powerful lever not only for customer engagement, but also for customer retention



Moreover, the portal can be used to customize the way in which these challenges are addressed, taking into account the different profiles involved in a B2B interaction. The B2B portal turns out to be an indispensable tool to ensure the implementation of omni-channel strategy across digital channels. According to a Forrester study, among the B2B sellers interviewed, 59% were in the process of implementing their B2B<sup>7</sup> portals and 24% of them had plans to invest in this area in the next six months<sup>7</sup>.

1. Forrester - "Building The B2B Omni-Channel Platform Of The Future", November 2014
2. Forrester - "Make your B2B business a digital business"
3. Forrester - Death Of A (B2B) Salesman - 2015
4. Forrester - How to build a strong B2B Experience - 2016
5. "Action Commerciale" - Fidélisation : quelles sont les spécificités du B to B (Loyalty: what are the specificities of B2B) - 2015
6. Forrester - Time for a Digital Reboot in Tech Sales & Marketing, May 2016
7. Hybris - Building the B2B Omni-Channel Commerce Platform of the Future

## *B2B portals serve as tools for implementing content strategy to establish B2B value proposition and brand*

Content is key: it helps promote the brand, develop its awareness, lend credence to expertise and engage clients. Consequently, 54% of B2B marketers plan to increase their investments in content marketing<sup>8</sup>.

Content creation and aggregation strongly contribute to improving the visibility of both the brand and the portal on the internet by boosting content positioning in search engines.

First of all, the portal can showcase the company's service catalogue by presenting its various offerings and options. Emphasizing customer reviews and testimonies later helps to reassure prospects and affirm the service quality proposed.

Furthermore, content should be considered as a means for the brand to affirm its expertise by responding, for example, to a question or a problem that a client is facing, drawing from local experts who can directly interact with him or her.

In fact, the portal is a digitized tool for dialogue, engaging clients, inciting them to respond in a certain way, and establishing a rapport. For example, in 2006, Legrand launched a collaborative portal for professionals, providing tools for content co-creation.

The creation and distribution of this content involves mobilizing partners and clients, and can rely on a community of experts and collaborators in order to recognize and leverage the company's internal and external assets as part of an "Open Innovation" approach.

Additionally, market and industry content can help enrich the customer relationship by providing a wealth of information to the client on their own end customers. Using content in this way is

a true lever for customer retention and helps provide additional services to the client.

Moreover, in case of a B2B2C set-up, the portal can be used to collect data on end customers, helping to gain a better understanding of various end uses.

In order to promote content of different types, the portal can host a media campaign in the form of a blog or video channel by indexing articles organized by theme-specific chapters. For example, Tetrapak launched a media campaign on innovation trends (mainly related to the packaging industry) and GE runs its Pinterest account on its B2B activities.

Finally, with the help of data and marketing automation, content can be customized based on the visitor's profile, contributing to customer acquisi-

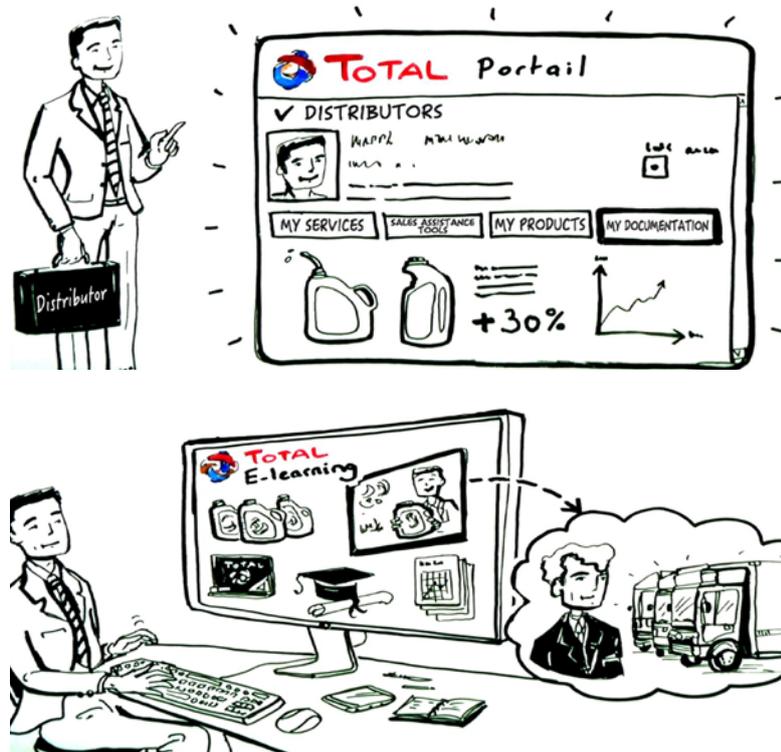
tion by highlighting elements related to his/her sector, organizational role, history, etc. These details can be collected using tools for cookie analysis or web analysis if the user is logged in.

## *B2B portals centralize and orchestrate the management of various customer relationship channels*

The B2B portal helps aggregate information regarding customer contact and interactions that would, for example, enable the client to view the history of his/her brand interactions across all channels.

The portal is also one of the channels of interaction between the brand and the client, which enables the latter to convey a requirement, a question, or even a complaint, allowing them to

### Examples of content available on Total's Distribution Portal



Source: Internal training video for Total salesforce

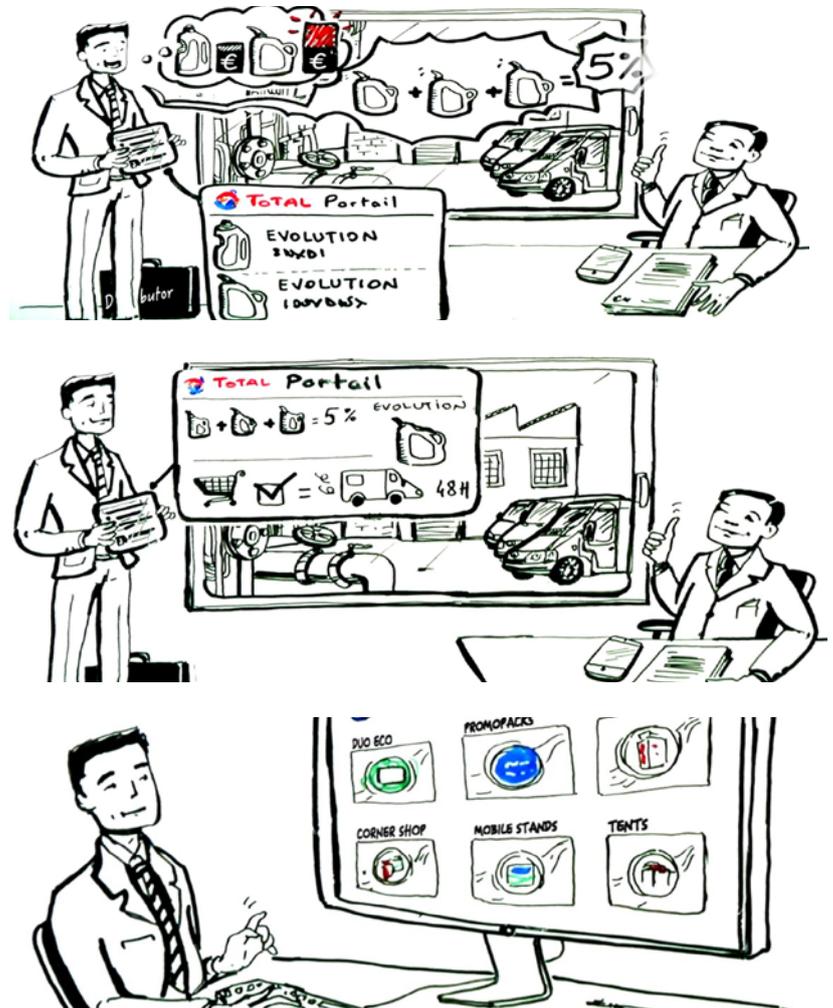
initiate a discussion via email or chat, or set up a phone or physical meeting. Furthermore, B2B players have long considered social networks and community management as matters reserved to B2C. However, B2B buyer—and in certain cases, end user—now wish to interact directly with brands, just like they do as retail consumers in their private lives. The portal is a tool for forging ties with one's prospects, clients, or partners. It can be one of the levers of a true strategy for customer engagement and community management. To quote an example, Somfy, a company that specializes in home automation solutions, has developed a portal to manage and facilitate a community of experts for the installation of their products. Thanks to the portal, these professionals were able to network with each other and exchange installation tips for making better use of Somfy products. This platform also enables Somfy to gather user feedback for improving their products.

*B2B portals simplify the act of purchase and become a strong lever for developing customer value*

The portal simplifies tracking for B2B buyers and improves their user experience by providing a reporting dashboard on their purchases, consumption, etc. For example, the portal could be equipped with a recommendation engine to suggest the most customized offerings to facilitate up-selling and cross-selling. It also offers the option of being supported by a sales associate via chat. Based on the profile of each user, his or her role, and hierarchy level (captured using the login information), the experience could be personalized and each user could be contacted at the appropriate time in the validation process.

As for the brand, the portal helps track customer behavior before and after the act of purchase, customizing customer journeys so as to provide an experience that further meets their expectations. As such, sales associates can monitor

Examples of content available on Total's Distribution Portal



Source: Internal training video for Total salesforce

a buyer's connection frequency and duration, the type of products examined, and the number of users logged in from the same company.

To do all this, it is obviously necessary to know your client, collect data, and refine it to address the client in the most personalized way possible...and the portal is an excellent place to collect this data.

Finally, promoting self-care for certain clients (for example, through online tutorials) helps reduce some of the workload of the customer care team and frees them up for other activities. This enables them to focus on greater

value-added contacts, by adapting the level of support and personalizing offerings and services, which ultimately save the sales force time. Digital allows for greater control over the client portfolio, and helps formulate differentiated commercial and engagement strategies for each client profile, which in turn, enables greater operational and business efficiency.

## **An opportunity to develop the customer base and strengthen the brand by becoming an aggregator and orchestrator of services**

Beyond their own catalogue, B2B companies could further broaden their value proposition by aggregating and orchestrating the services of various partners, similar to a marketplace in ecommerce where the service offerings of multiple service providers are combined to create a single service package tailored to the needs and requirements of clients. B2B clients gain access to a wider variety of services and are therefore more engaged. As a result, a B2B company becomes a service provider, strengthening both its client community and business.

## **Integrating services to enhance the customer value proposition**

By integrating the services offered and managed by third parties, the company's B2B portal becomes a service orchestration platform. One of the benefits of a B2B portal is to provide more visibility and clarity into the company's product and service catalogue. When opening up the portal to third

parties for converting it into a service platform, this pursuit for clarity and visibility should remain one of the key concerns of the company.

Once the client has seen the value in third party services, then the most innovative services can be integrated to the platform. The client should be able to trust these new suppliers first.

Also, besides offering third party services, the introduction of a service orchestration platform is also an opportunity to launch new additional services, to repackage or revitalize certain existing services. For example, Sanofi provides a tool to its clients for end customer flow management. The key success factor for these new services is to involve clients right from the design phase.

## **Developing a partnership strategy**

A service platform is like a marketplace: therefore, selecting service providers and building a relationship of trust with them becomes an important success factor.

E-commerce players that have set up a marketplace truly understand the value of a good partnership strategy. It's one of the key assets that Amazon leveraged to launch its B2B2C service platform, Amazon Home Service, which

offers professional services for home maintenance, minor projects, or even maintenance activities for businesses and companies.

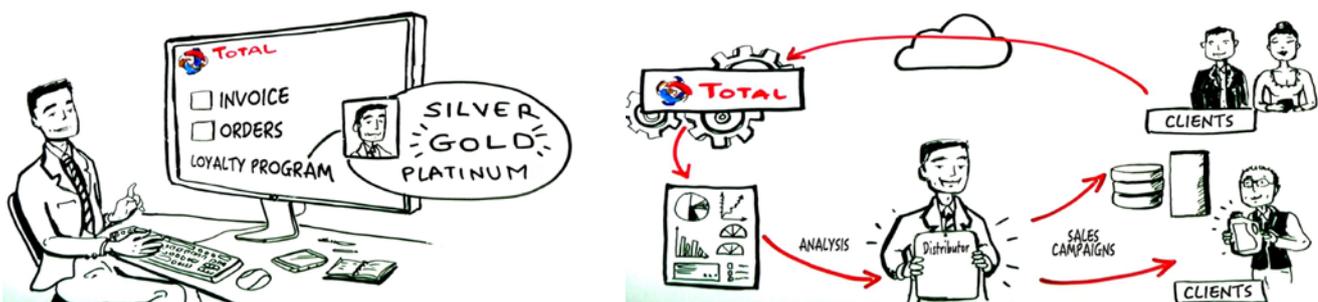
## **Repositioning your brand in the market and redesigning your business model**

With the service orchestration platform, a B2B company not only reexamines its market positioning, but also its business model by exploring new market territories and additional sources of revenue. For example, by developing its Lyfe platform that directly offers health-related services to patients, CNP Assurances redesigned its business model from B2B2C to B2C.

Whether or not the company decides to launch a portal or a service orchestration platform, this remains a formidable accelerator to reexamine their business model and value proposition.

In fact, the B2B portal is also a superb platform for experimentation. A potential place for discussions and interactions between different members of the company's ecosystem (partners, clients, employees), the portal can be used to quickly identify and exploit new business opportunities. For example, if a company sees a growing interest for a certain content theme that generates several discussions and comments, it could decide to offer a

Examples of content available on Total's Distribution Portal



Source: Internal training video for Total salesforce

specific service to meet this new need. This service could be co-created and tested with clients that have become brand ambassadors to develop engagement among client communities. The portal will later help optimize its go-to-market by directly addressing a target audience.

The B2B portal is a powerful tool that allows a group to better treat its client expectations. Its implementation could be the bedrock of a transformation process within the marketing and sales activities of B2B companies, because just like B2C companies, they also have to cope with a very dynamic ecosystem

filled with increasingly demanding and digitally savvy clients.

### Marc Gigon

Digital VP at Total Marketing & Services

#### **The implementation of a B2B portal is an opportunity to initiate a thorough transformation of Total's B2B business**

At Total, it all started in 2009-2010 with a project to digitize our order placement and billing processes. The approach was originally focused on efficiency and cost reduction. However, we realized soon enough that our initial solutions were not adequate enough to match the service levels and customer experience that we wanted to deliver to our clients. To cite an example, we were not able to provide a "single sign-on" option between different services. Since then, we have come a long way, and by striving to provide the best possible experience to our clients, **we have undertaken three major transformations for our B2B business.**

**First of all, the transformation of the customer journey:** the experience that we were offering through our existing portals was bad. It was not very seamless, and not very customer-centric, being based on legacy information systems that do not offer sufficient flexibility. Proposing a mediocre user experience to our B2B clients created the unfortunately tremendous opportunity for more agile, mobile competitors to swoop in and "uberize" us, taking over parts of our market share. To

initiate the customer experience transformation, it was necessary to convince and involve the associated business heads. The trick to getting their buy-in lay in asking them to put themselves in the shoes of a B2B buyer, to follow the same journey as our clients. The method turned out to be effective. In retrospect, we also could have conducted a survey with our buyers.

**Second, the paradigm shift from a product vision to a customer vision:** We started out with a number of portals corresponding to different products and services: special fluids, grease, asphalt, fuel, etc. We made the business chiefs realize that their clients were often the same across a wide range of products. It was therefore possible to focus on creating a common customer experience for all verticals with common back-office processes, resulting in a transition from a product-centric to a truly customer-centric approach. This exercise was also an opportunity to create a "portal factory," which enabled different business entities to create their own portal based on a common foundation, with high quality, cohesive customer experience and a very short go-to-market.

**Finally, the transformation of sales and logistics processes:** The B2B

portal, driven by a customer-centric approach, is an opportunity for us to completely rethink the role of a salesperson in the digital era. Given that they are now relieved of some of their tasks that B2B clients can henceforth perform on their own, such as order and invoice management, they can now focus on their consulting role. The implementation of the portal is also an opportunity to review the supply chain processes, and particularly, the delivery and manufacturing processes.

Moreover, we can identify **further revenue opportunities** by promoting additional services through the B2B portal; for example, providing dashboards so that B2B buyers can track their orders and deliveries across several sites, or even providing specialized data via the portal to help B2B buyers plan their budget for the coming year.

The next step for us will be to establish customer satisfaction KPIs to measure and maintain a high satisfaction level among our B2B buyers.

Caroline Le Bars, Géraldine Richaud, Océane Conraud, Flore Gondran-Tellier and Ali Berrechid,  
from Capgemini Consulting France

With the collaboration of Eric Bendicho, B2B Director Voice of the Customer, Orange France

# B2B CUSTOMER SERVICE: HOW DO WE SPEED UP ITS TRANSFORMATION TO OVERCOME THE IMAGE OF A COST CENTER?

For B2B customers, the quality of customer service is the biggest factor in building trust in a company. However, B2B customer service is still far behind in terms of the standards expected by their customers, which include service levels, quality of advice, responsiveness, and personalization.

Our B2B customers have the neither time nor the expertise to take care of their telecom needs despite the fact that they are vital to their business. This reality translates into very high expectations from their side, which we must address with high quality service,

especially when it matters the most

What are the most important changes to enact in order to get back up to speed and create value? And how do we find a balance between service quality and business performance?

**B2B customer service must improve by leaps and bounds to meet the new expectations of its customers**

*Although long neglected, B2B customer service now needs to move away from a cost center strategy towards one that focuses on value creation*

Today, B2B customer service is **lagging significantly in terms of service levels compared to customer expectations**. In B2B, customer expectations revolve around **specialized and targeted expertise by business type** [relevance of the advice given and personalization], with an increasing **demand for very high quality service** [responsiveness and performance during moments of truth] **as well as efficiency with minimal effort** [availability, simplicity, and multi-channel presence].

To assess the customer experience of our B2B customers, we quickly recognized the need to 'de-silo' our internal performance and customer satisfaction indicators in order to

get an end-to-end assessment reconciling our internal view and customer perception. Thus, by playing back customer calls, we cross-referenced our internal metrics and customer perception data to get an accurate picture of the effort made by our customers to get their request processed ■■

This gap in terms of the expected level of customer service is particularly prominent across the following dimensions:

**Indicator**

*Major gaps in customer knowledge*

**Associated analysis**

*Only 20% of B2B companies know at least 80% of their existing customer base*

**Indicator**

*Lack of tools and processes*

**Associated analysis**

*Many companies do not have contact databases or interaction trackers within a customer account and 30% of contacts in B2B expire within 12 months*

**Indicator**

*Delay in the digitization of low-value simple tasks or activities*

**Associated analysis**

*Only 23% of companies in the B2B market have equipped themselves with the tools and resources to digitize their customer relationship*

**Indicator**

*Not measuring customer satisfaction specific to the B2B world*

**Associated analysis**

*61% of B2B companies don't know or don't collect the feedback of their customers*

Source: Capgemini Consulting ©

As a result, the lack of investment and too much focus on sales and customer acquisition has been detrimental to B2B customer service in terms of not being able to focus on after-sales service or capitalize on the existing customer base.

Customer service should take stock of its "value creation" role by:

- Engaging customers better to increase their satisfaction level and by ensuring their loyalty (customer experience management, collection, and analysis of customer expectations)
- Generating additional sales from their existing customer base
- Optimizing customer handling costs

*Meeting the expectations of B2B customers becomes even more difficult given the large number of business stakeholders involve*

In B2B companies, customer service essentially comes into contact with two types of business stakeholders:

- One or more **administrative representatives** in charge of contracts (like fleet management), and who represent the views of the decision maker. They contact customer service infrequently, mainly for and about administrative issues.
- A large number of **service and product users** who engage in more interactions with customer service for reasons related to business assistance included in their company contract (activation of a service and ordering an additional product) or technical assistance related to products and services described under the contract (like the unavailability of a service, product breakdowns, etc).

This dual challenge in B2B of having to deal with not only the contracting parties, but also with the users is a source of great complexity for customer service, as they have to **identify**

**the company to which the stakeholder belongs, and his or her role, as early as possible in the interaction.**

■■ In the B2B telecom market, we have to manage several people with varying expectations, requirements, and roles in the decision-making process (decision maker, influencer, manager, user, etc.), without forgetting that the experience in their personal lives significantly influences their experience in the professional context ■■

The second source of complexity is due to the **multiplicity of customer segments**. This diversity in segments brings with it greater product complexity and a high level of customization. Consequently, the result is an inevitably low first contact resolution rate, given that the person who receives the request is not always in a position to manage it alone or immediately.

■■ Our large and medium business customers don't have the same expectations and requirements as our corporate customers. This depends on their expertise in the telecom domain and the time that they can devote to it ■■

*While customer interactions are constantly increasing, the paradigm shift from cost to value creation grows critical*

**The number of interactions between customers and customer service teams is seeing an upward trend and this momentum is not likely to drop.** 74% of B2B companies are expecting an increase in the number of interactions with their customers in the next two years<sup>1</sup>.

This increase in the number of interactions is associated with the **diversification of contact channels that create new opportunities for interaction, especially with the rise of digital technologies.** Five years ago, chats or social networks were still rare in the customer service domain; today, nearly 10% of customer communication comes from these channels. That said, phones continue to be the main channel of communication.

“ Our satisfaction surveys showed that telephone was the preferred medium of interaction for our B2B customers whenever there’s an emergency or a need for personalized advice ”

**What are the priority changes to be carried out by B2B customer service to get up to speed?**

The expected gains in terms of customer satisfaction go hand in hand with benefits for the company. They lead both to customer retention and revenue generation and better operational efficiency, which results in cost reduction.

In fact, 62% of B2B customers purchased more after a good customer service experience<sup>2</sup>.

Inversely, a negative experience has an impact over time. After a negative customer service experience, 51% of B2B customers will avoid doing business with that company for a minimum of two years,

To improve their operational efficiency and customer satisfaction levels, companies should combine two challenges that are contradictory in principle: improving the service quality and controlling costs.

There are several levers that can help align service quality and cost control:

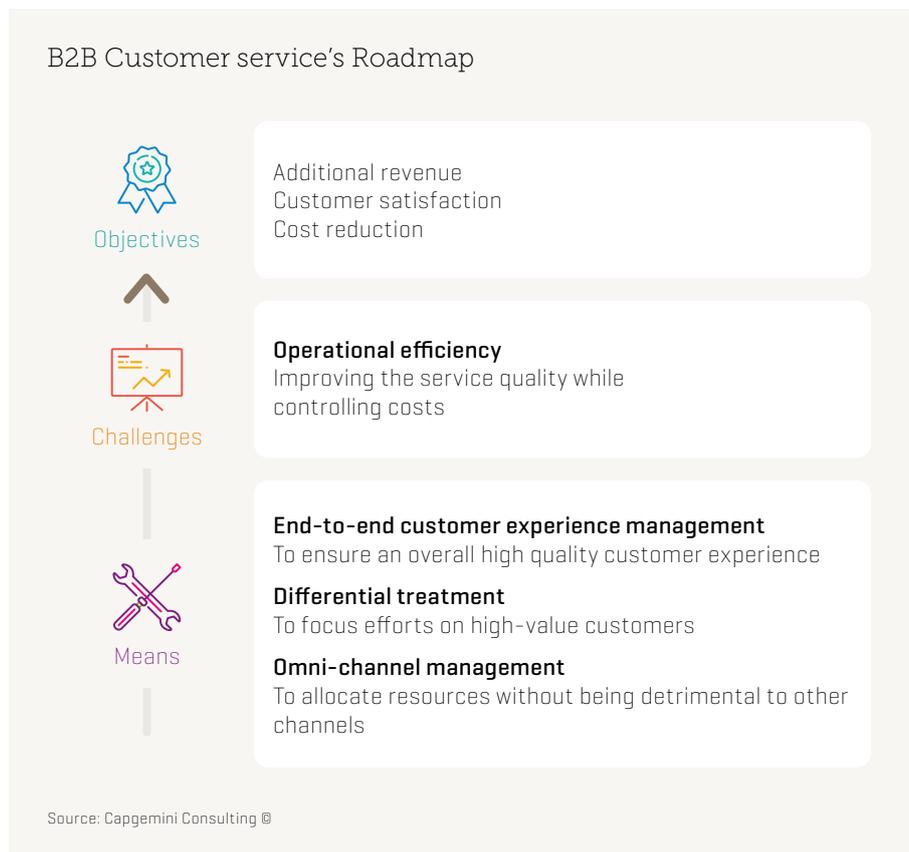
- Implementation of differential customer treatment, which can be used to restrict costs linked to the increase in service quality by focusing on the most important targets. This holds true in particular for B2B players who have to manage a large variety of segments and customer value
- End-to-end customer experience

management that approaches service quality from a much broader perspective than one restricted to a single channel

- Omni-channel management that makes sure the cost-control efforts on one channel don’t have a negative impact on the operational efficiency of another
- Gathering customer feedback to measure service quality and reallocate efforts where necessary

*Opting for a hybrid organizational model for customers and business activities can help maximize operational efficiency and customer satisfaction*

**Only a hybrid model helps achieve differentiation in service levels by customer category. This model is built around both a customer-centric service model for high value customers [one-stop shop] and a service model based on the purpose of the contact**





**[for contacts initiated by low-stake customers].**

For example, at Air France, this special treatment comes in the form of easier access to customer service for an extended range of services. In certain cases, this means being attended to by a dedicated customer service advisor. Deutsche Bank and Société Générale have also established dedicated organizations for their Tier 3 B2B customers [SMB].

Our matrix organization for Customers x Business Operations has enabled us to monitor customer satisfaction through these two prisms to deliver performance indicators that are not only close to what our

customers actually experience, but also to what is actually practiced by our teams

This organizational model should also be combined with the digitization of simple activities so that customer service advisors can focus on value-adding tasks.

*To be resolutely customer-oriented, customer service must work closely with the other teams*

Continuous collaboration between departments is particularly crucial with marketing and sales teams in order to ensure a 360° view of the customer, and to assure that the customer service team can anticipate the key time periods when they are likely to be contacted by customers [for example, a new offering, ongoing campaign, etc.]. As a general rule, all

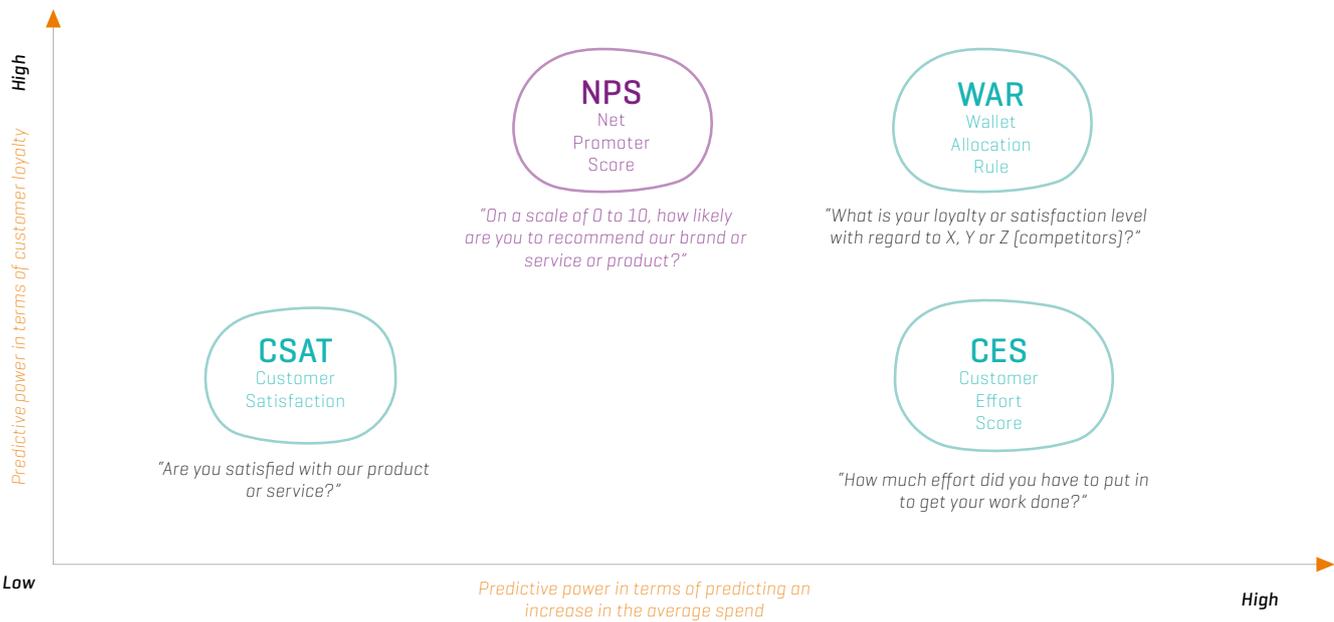
of the elements that could potentially help the customer service team should be systematically shared with them, whether or not it helps them to better anticipate call volumes or in handle customer requests.

This collaboration also translates into a feedback loop, given that the customer service team is the one that carries the voice of the customer throughout the organization in order to instill and spread a customer-centric culture within all departments.

We regularly share customer verbatim with our Marketing and Process teams so that they are aware of the actual experiences of

1. 2015 Dimension Data study – Global Contact Center Benchmarking
2. 2013 Dimensional Research – Customer service and business results

Monitoring these indicators helps predict customer behavior



Source: Capgemini Consulting ©

our customer service advisors and customers [expressed in the customer's own words], and so that the customer is taken into account from the very beginning while designing new offerings and customer journeys 🗉🗉

*The impact of various actions on customer satisfaction should be monitored and managed using an on-the-spot feedback mechanism*

An efficient process for gathering customer feedback (VOC) is divided into three stages:

- **Collecting customer feedback** in order to get a comprehensive view of the perceived quality of interactions and the omni-channel experience
- **Analyzing the voice of the customer:**

assessing the quality of customer interactions, identifying both improvement factors and key lessons learned

- **Continuous improvement:** implementing plans of action with clear objectives, monitoring improvement and leading and motivating operational teams

The NPS, often wrongly used, is too generic and does not help measure customer satisfaction related to a given interaction.

In B2B, our experts concur that customer satisfaction can be measured by **combining three indicators, mostly measured in real time:**

- Customer satisfaction (C-Sat), measured in real-time
- Customer Effort Score (CES), measured in real-time
- Wallet Allocation Rule (WAR), measured retrospectively

🗉🗉 In addition to traditional customer satisfaction indicators,

we also developed 'customer satisfaction equations' centered on basic operational levers of dissatisfaction and excellence to guide and mobilize our operational teams on customer satisfaction. Given that these equations were very close to what actually happens on the ground daily, they were well received and, helped us initiate a truly positive momentum for customer service 🗉🗉

**Adding big data and analytics tools to this feedback mechanism significantly increases the capability to analyze the voice of the customer,** given that

## Satisfaction indicators' definition

	Definition	Standard question
Satisfaction Client [C-Sat]	Helps assess the overall quality of an interaction or a service vis-à-vis a brand	"Are you satisfied with our product or service?"
Net Promoter Score [NPS]	Helps assess the share of "net" promoter customers [calculated by subtracting the share of detractors] for a brand	"On a scale of 0 to 10, how likely are you to recommend our brand or service or product to a friend?"
Customer Effort Score [CES]	Helps assess the customer effort required to complete an action or request during an interaction with a brand or company	"How much effort did you have to put in to get your work done?"
Wallet Allocation Rule [WAR]	Helps assess the share of customer spending, captured by a brand in relation to competitors	"What is your loyalty or satisfaction level with regard to X, Y or Z [competitors]?"

Source: Capgemini Consulting ©

it provides more accuracy in studying customer interactions and in detecting customer dissatisfaction even before it's expressed. In this case, the company will have the opportunity to take the appropriate measures to prevent dissatisfaction, achieved by making better use of human resources (by making an outbound call to the customer).

Two types of analytics tools have emerged in the area of customer voice analysis within customer service: on one hand, you have "speech analytics," which can be used for call analysis to identify the reasons for satisfaction and dissatisfaction. On the other hand, you have "text mining" tools, which can be used to analyze written content across all channels.

Beyond these optimization levers, B2B customer service must aim to improve by leaps and bounds, opening up to the outside world and making use of customers and partners to strengthen customer relationship.

This should be done on priority for certain customer segments, increa-

sing their loyalty by offering additional services that correspond to the needs of their industry.

It is also necessary to anticipate, understand, and explore the future modes of interaction by leveraging new big data and analytics technologies: the implementation of bots and AI generally allows an optimized management of the value of customer interactions. According to Merrill Lynch, productivity gains could go up to 45% in some industries.

Moreover, bots can significantly improve the business performance of companies by capitalizing on all the data collected: opportunities to convert inbound calls into sales and anticipate key moments along the customer journey. Conversion rates went up by 20% in cases where customers were engaged in a conversation<sup>3</sup>.

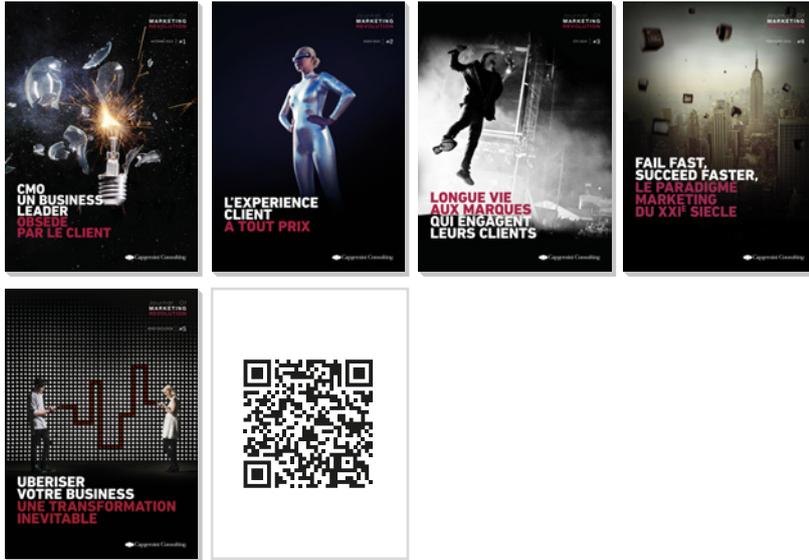
### Sources:

- Dimension Data Study, 2015 - Global Contact Center Benchmarking - 66.6% of the respondents serve B2B customers
- Dimensional Research, 2013 - Customer service and business results
- Cylad Consulting study - surveyed 60 major industry accounts
- SQLI, infographic on "day in the life of a highly-paid sales associate"
- Accenture, 2015, B2B Customer Experience

3. CDM Benchmark study, 2016

The "Journal of Marketing Revolution"  
is a publication from Capgemini Consulting,  
the consulting arm of Capgemini Group.

DISCOVER PREVIOUS EDITIONS  
(only available in French)



---

**PUBLISHING  
AND CONTENT DIRECTOR**

Arnaud BOUCHARD  
Executive Vice President  
Head of Digital Customer Experience

**EDITORIAL BOARD**

Marine BARDET  
Arnaud BOUCHARD  
Sylvain CANU  
Roxane GUIRAUTON  
Sébastien JOUBERT  
Vanessa OUKNIN  
Calypso PATRON

**DATA AND STUDIES**

Capgemini Consulting

**ARTISTIC COORDINATION**

Roxane GUIRAUTON

**DESIGN**

FYR

## CO-AUTHORS

Sophie AK GAZEAU  
Digital Director  
ADECCO Group France

Eric BENDICHO  
B2B Director  
Voice of the Customer  
Orange France

Jean-Christian BERGERON  
Executive Vice President  
Central & East Africa  
TOTAL

Vincent CHAMPAIN  
CEO  
GE Digital Foundry Europe

Jérôme FAIVRE  
Digital Transformation Manager  
Bureau Veritas  
Division Marine & Offshore

Marc GIGON  
VP Digital  
TOTAL Marketing & Services

Yann GOURVENNEC  
Founder of Visionary Marketing,  
a digital marketing agency  
Marketing B2B influencer

Simone SAMPIERI  
Marketing Director  
Mail Division  
Groupe La Poste

Eikke STEFFEN  
Head Solution & Service Portfolio  
Siemens Building Technologies

## AUTHORS

Steve BARADEL  
Marine BARDET  
Lionel BENOILID  
Ali BERRECHID  
Arnaud BOUCHARD  
Sylvain CANU  
Raphaël CASTEAU  
Thibault CAZENAIVE  
Hugo CONFOLANT  
Océane CONRAUD  
Victor DRAULT  
Steffen ELSAESSER  
Romain FARRA  
Bertrand FONS  
Flore GONDRAN-TELLIER  
Sara GUILLAUME

Dustin HAMERLA  
Barbara HARTMANN  
Sébastien JOUBERT  
Camille JUGUET  
Caroline LE BARS  
Camille MORISOT  
Ulysse MOUTARD  
Pierre MUZARD  
Sara PAPE  
Calypso PATRON  
Géraldine RICHAUD  
Caline SIOUFI  
Frank TENNSTEDT  
Aurélia VALOT  
Cédric VIALLE

## TO CONTACT THE EDITORIAL TEAM

[www.capgeminiconsulting.fr/nous-contacter](http://www.capgeminiconsulting.fr/nous-contacter)

## CAPGEMINI CONSULTING

Tour Europlaza  
20 avenue André Prothin  
92927 Paris La Défense cedex  
[www.capgemini-consulting.fr](http://www.capgemini-consulting.fr)

Karlstrabe 12  
80333 München  
Germany

---

Journal of Marketing Revolution #6  
Winter 2017  
Photos — @ Getty Images @ iStockphoto @ Shutterstock

Copyright © 2017 Capgemini Consulting. All rights reserved.



[www.capgemini-consulting.fr](http://www.capgemini-consulting.fr)

