

# Special Webcast

## How To Organize For A Differentiated B2B Customer Experience

March 30, 2022

THE CONFERENCE BOARD 

**Align****org**  
SOLUTIONS



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

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



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

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# Today's Speakers



**Sharon Moura**  
Principal and Client Executive  
*AlignOrg Solutions*



**Doug Von Feldt**  
Engagement Executive  
*AlignOrg Solutions*



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



# Business Buyer Expectations Mirror Growing Consumer Expectations

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



**< 50%**

Average B2B  
CX score

*\*Inceptresults.com*



**2/3**

Companies  
compete on  
CX

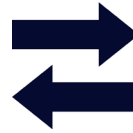
*\*McKinsey &  
Company*



**70%**

Enterprise  
CEOs see UX  
& CX as a  
differentiator

*\*Fullstory.com*



**76%**

Will switch to  
a competitor  
after one bad  
experience

*\*Acquia.com*



**84%**

Say  
experience is  
as important  
as product or  
service

*\*Userzoom.com*



**91%**

Are likely to  
repeat  
purchase after  
a positive  
experience

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

## Poll Question

What is a differentiating customer experience?

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

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# Is and Is Not



## A differentiated customer experience IS...

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



## A differentiated customer experience IS NOT.....

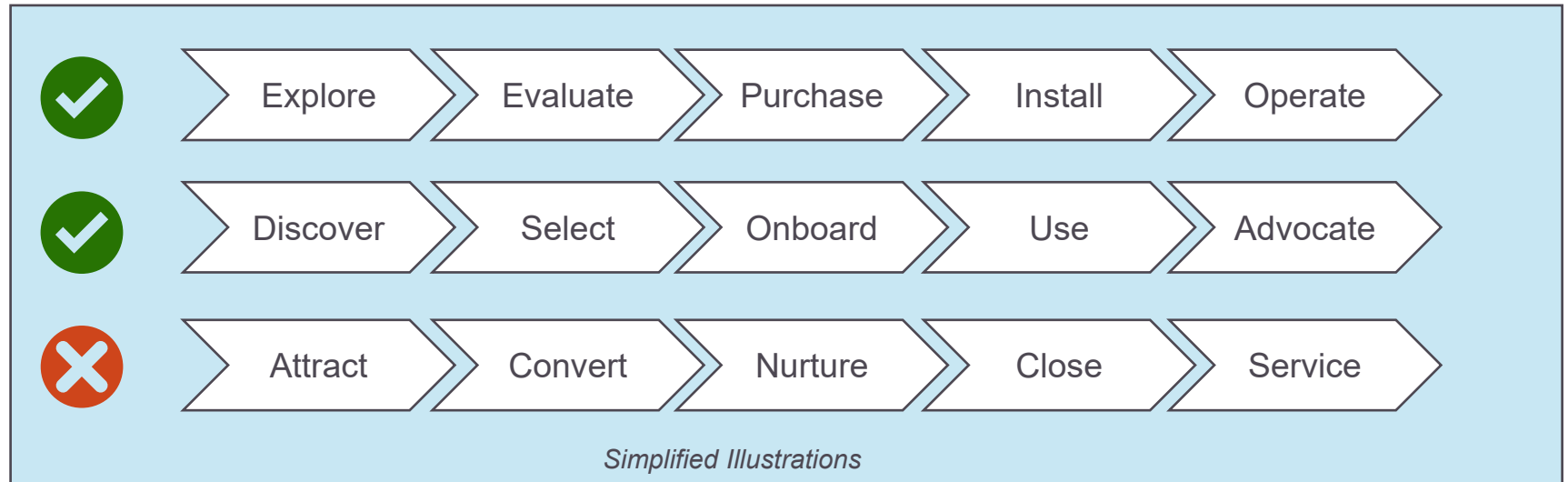
- Delighting the customer at every interaction
- Focused only on customer service

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



# Your Customer's Journey Matters

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



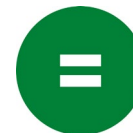
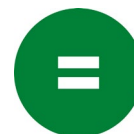


# Where will an “at par” CX will be ok?

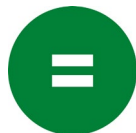
It depends....



DUPONT



NOAH CHEMICALS





# Where a differentiated B2B CX will help your organization win

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



Life Sciences  
Manufacturer



Building  
Equipment  
Manufacturer



Healthcare  
Product  
Manufacturer



Software-as-  
a-Service  
Provider



Telecom  
Provider



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



# Customer Segmentation Matters

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



## Minimum Touch

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



## Emerging

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

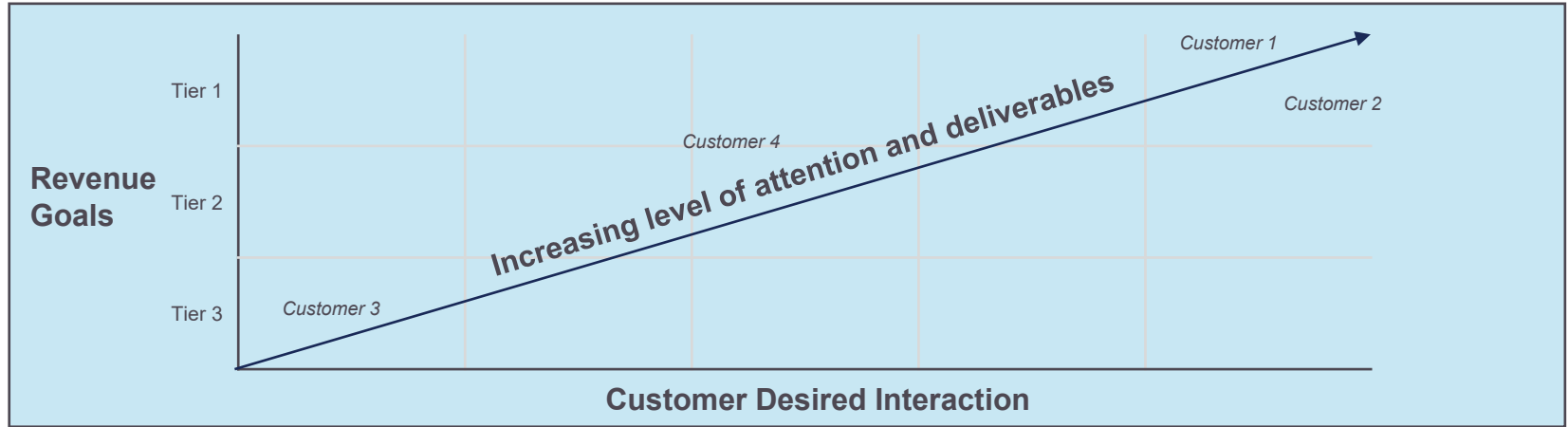







## White Glove

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



# Customer Segmentation



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



## Who are the customer personas that matter for your organization?

### Service Technician

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

### Purchaser

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

### CEO

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

### HR Leader

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

## John Johnson



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

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

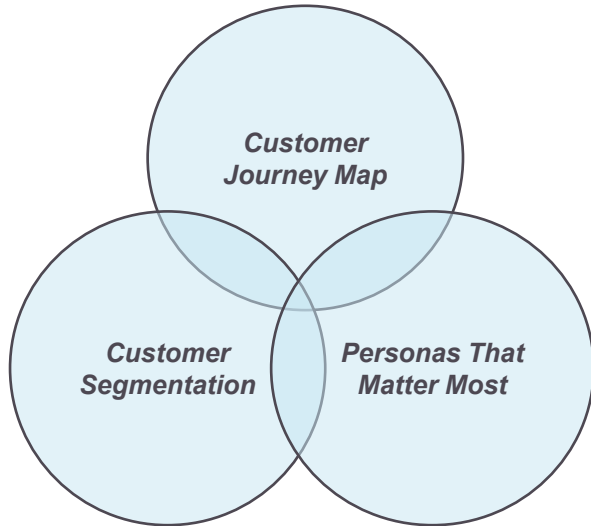


# What are the organizational implications of your choices?

Customer Insight



Model for Organizational Implications







# Alignment is King

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

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

## Poll Question

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

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

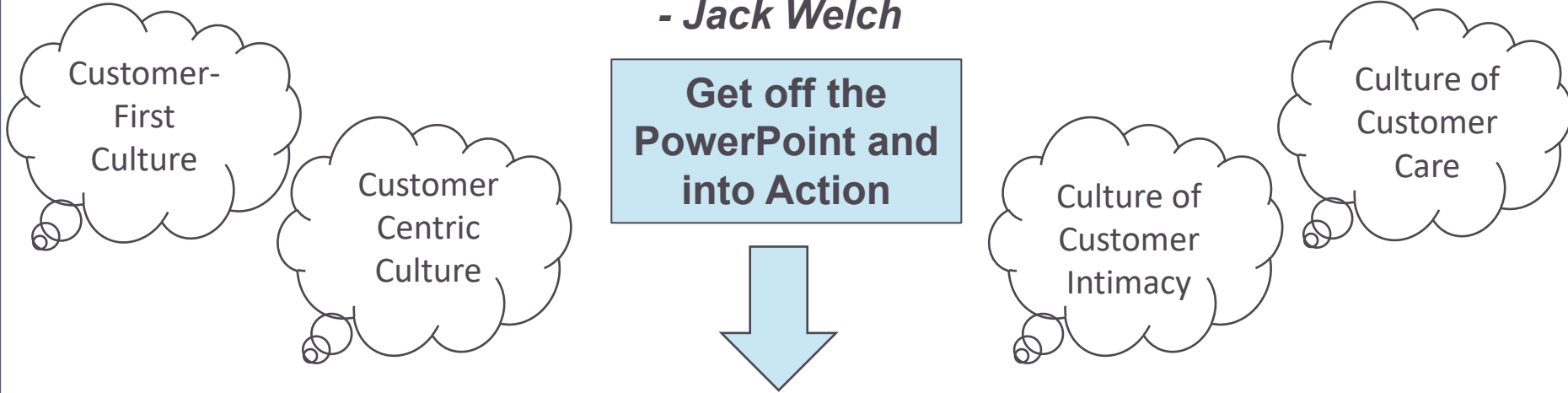
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***“The secret of success is changing the way you think.”  
- Jack Welch***



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

- Organization choices, and
- Leaders' thinking & behaviors



# Four Steps to Differentiated Customer Experience

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

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



## In Closing...

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



# Thank you!



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[www.alignorg.com](http://www.alignorg.com)



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

*Watch your email for a link to download a complimentary copy*



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- [Human Capital Watch™: The Next Horizon of the Ukraine War: Leveraging The Power of Organizations \(April 12, 2022\)](#)

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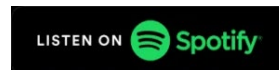


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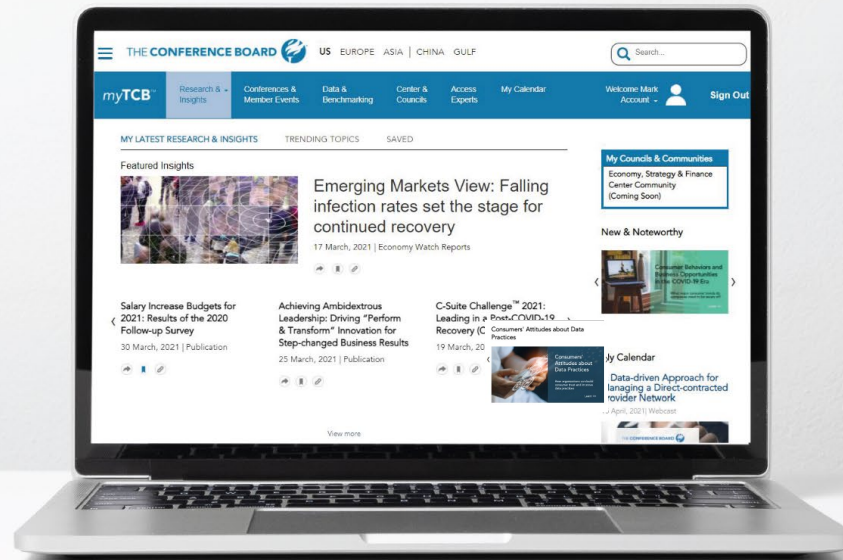
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