



Beginning and Maintaining a Customer-Centric B2B Culture

Lori Laflin and Chris Paddock



Lori Laflin



Digital CX



Helping the world *thrive*

- Lori draws on over 25 years of work in the opinion research and customer experience arenas, holds a master's degree from the University of Minnesota and certifications from the CXPA and Insights Association.
- Throughout her career, she has worked with organizations large and small to help them understand their customers, consumers, and other stakeholders



For farmers
We supply feeds, other inputs and expertise to farmers, and buy crops and livestock from them

We provide insights to our partners



Data analytics



Market expertise



Risk management



Financial solutions

We transform raw materials into finished goods



Animal nutrition



Food ingredients



Animal protein



Branded foods



Bioindustrials

We move products around the world



Roads



Rail



Rivers



Oceans



For customers
We deliver finished goods to customers in the foodservice, retail, consumer packaged goods and industrial sectors

Cargill[®]

Helping the world *thrive*

Chris Paddock



Director of User
Experience
Cherwell Software

cherwell®

- Director of Cherwell's inaugural User Experience team
- Over 20 years of experience in user experience and digital strategy
- Designed applications, websites, and tools for startups, not-for-profits, and Fortune 500 companies
- Built teams and led projects for Bank of America, Fidelity Investments, Sallie Mae, and Virgin Pulse



- Founded in 2004
- Privately Held
- Headquartered in Colorado Springs, CO
- Global Operations in US, EMEA, and APAC
- **Mission: Make Work Flow**
Transforming the way you work, allowing you to automate, monitor, and measure across your business.

Cherwell Service Management (CSM)

- IT Services Platform
 - IT service management
 - HR service management
 - Facilities management
 - More . . .
- Low-to-no code development
- Workflow automation
- Mergeable applications

Agenda

Beginning and Maintaining a Customer-Centric B2B Culture



- Part 1: CX Challenges for B2B Orgs
- Part 2: Leadership Buy-In
- Part 3: Customer Journey Maps
- Part 4: Taking Action

PART 1

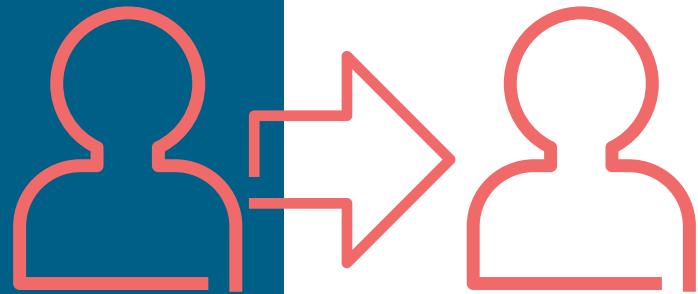
CX Challenges for B2B Organizations

Chris Paddock

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The B2B Model

- One person selling to one person, or small group
- Decision-maker is often not an end-user
- Business needs are over-prioritized
- Future and current business can rely on primary business contact
- End-users do not have a voice in the process

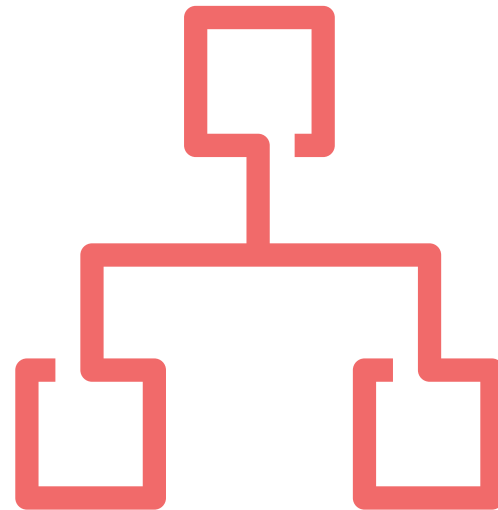


The Challenge

B2B model does not value the end-to-end customer experience

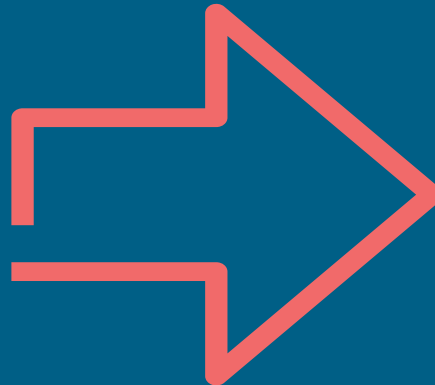
- Over-privileges prospecting, sales
- Focused on decision-maker, small group of influencers
- Less-sophisticated approach to loyalty, retention
- Non-existent or unempowered CX resources

Still: Product/service satisfaction will be driven by the end-user



Case Study: Cherwell

- Cherwell has uncommon access to our customers
 - User groups
 - Support
 - Professional services
 - Product
 - Engineering



But most of these customers manage our product, they do not use it

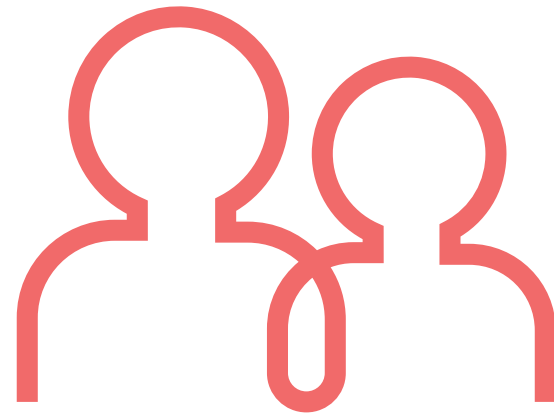
New Focus on End User

- Recalibrated product backlog
- Leveraging in-house SMEs as user proxies
- “Flattered” by competitors
- Analyst community is noticing

The Opportunity

Shift focus from your org to your customer

- Don't forget about the end user
- Build trust by becoming expert on your end user
- Identify executive influencers, focus on cost savings (or potentially lost)
- Demonstrate the cost of a poor end-user experience
 - Development churn
 - More training, documentation
 - High support volume
- Competitive advantage
 - CX not valued among competitors
 - Fodder for sales, marketing



PART 2

Getting Leadership Buy-In

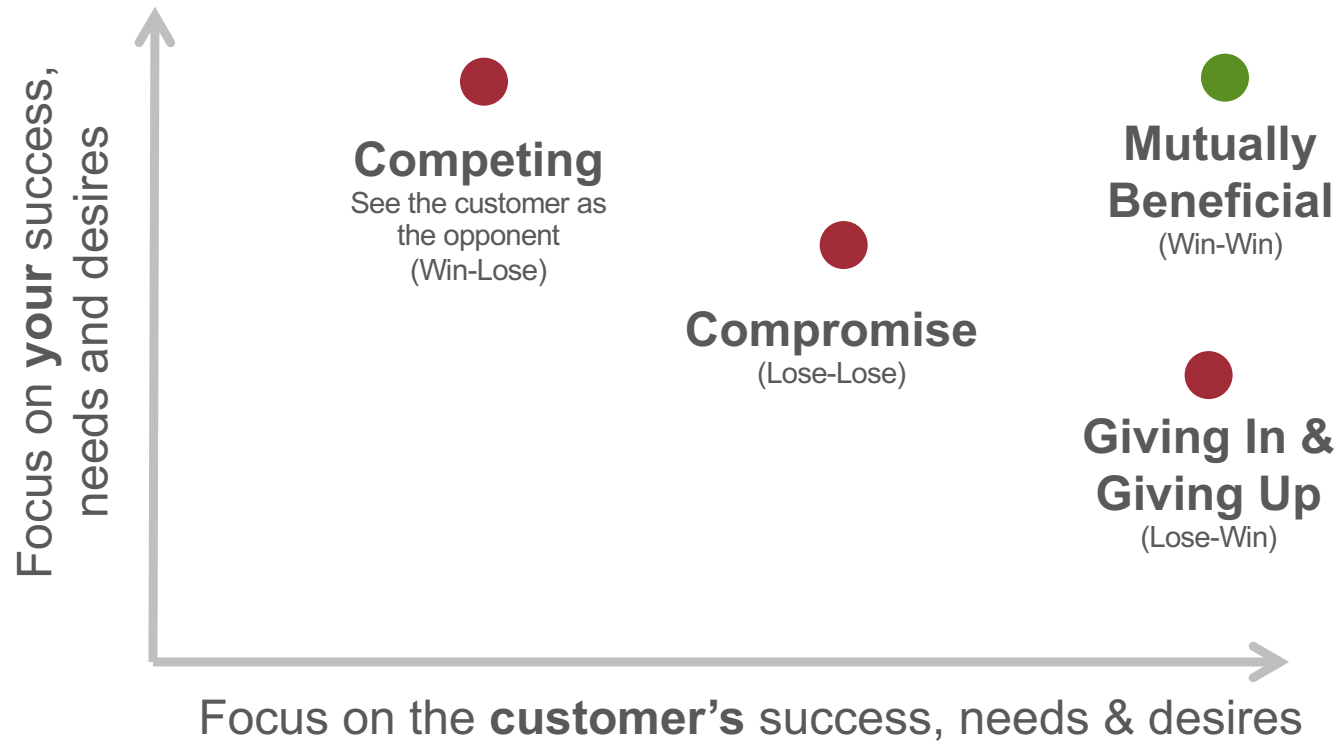
Lori Laflin



Customer Experience (CX)

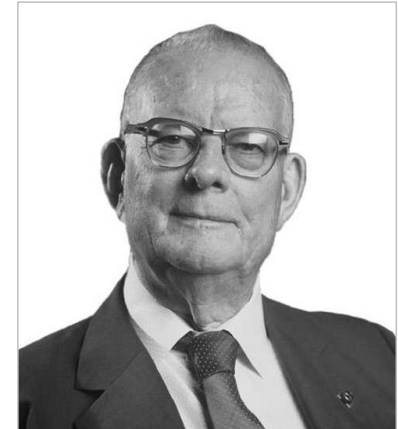
Understanding what customers **value**,
delivering on that better than anyone else
and getting **paid** for it.

Customer Focus Should be Win-Win



Based on the Thomas-Kilmann Conflict Modes Model

“Profit in business comes from repeat customers; customers that boast about your product and service, and that bring friends with them.”

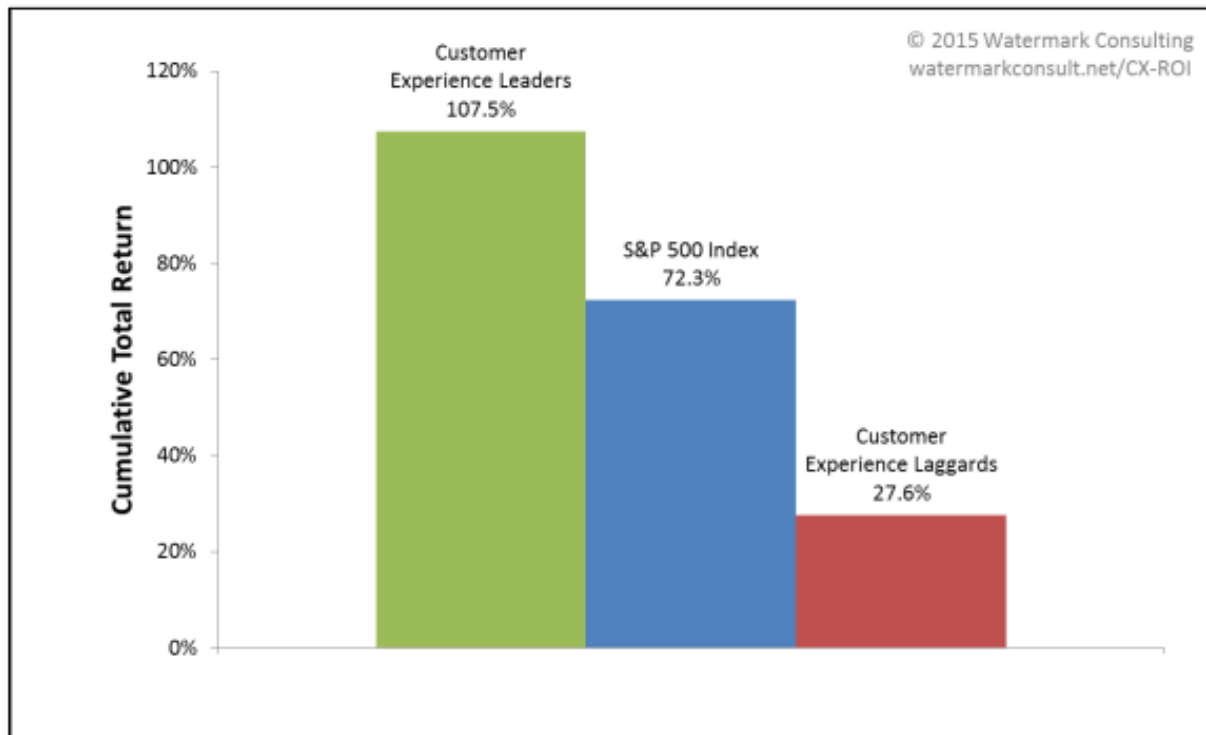


W. Edwards Deming



Customer Experience Leaders Outperform the Market

8-Year Stock Performance of Customer Experience Leaders vs. Laggards vs. S&P 500 (2007-2014)

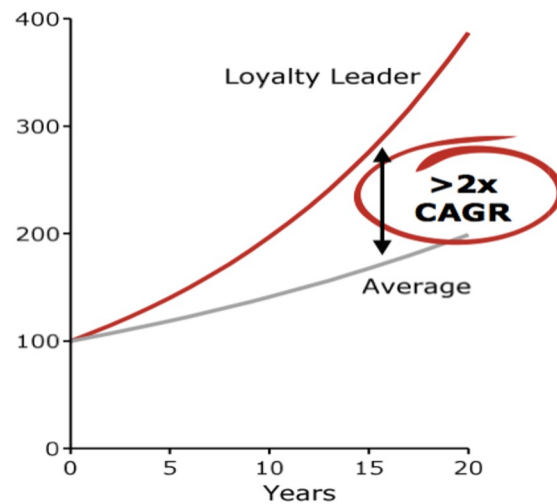


Watermark defines Customer Experience Leaders and Laggards as the top ten and bottom ten rated public companies in Forrester Research's 2007-2015 Customer Experience Index studies. Comparison is based on performance of equally-weighted, annually readjusted stock portfolios of Customer Experience Leaders and Laggards relative to the S&P 500 Index.

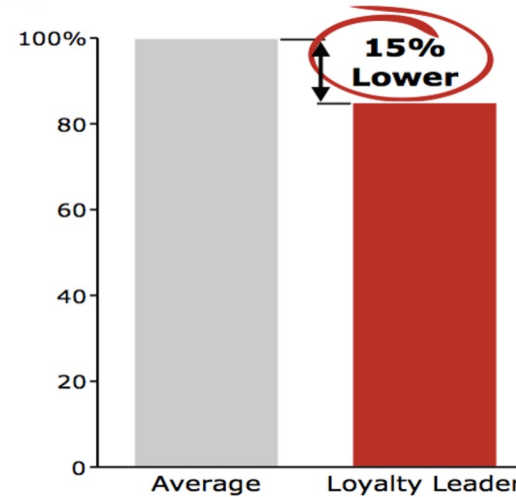
B2B Loyalty Leaders

tend to grow 4 to 8 percentage points above their market's annual growth

Growth (indexed)



Costs



2014 Source: Bain & Company, Inc.

5

X

Customers with stronger relationships are 5 times more likely to buy additional products and services

-

Kantar TNS

23

A customer who is fully engaged represents an average 23% premium in terms of share of wallet, profitability, revenue, and relationship growth compared with the average customer

-

Gallup

40

%

40% of loyal customers said they were willing to pay 10% or more to continue buying from companies that delivered great experiences

-

Strativity

99%

I was getting a whole lot of roadblocks, not a lot of options:

I want to hear, “Okay, I understand what you want, here are 5 ways to solve your problem,” rather than, “It’s a 90 day lead time; it’s a 90 day lead time; it’s a 90 day lead time.”



PART 3

B2B Journey Maps

Chris Paddock

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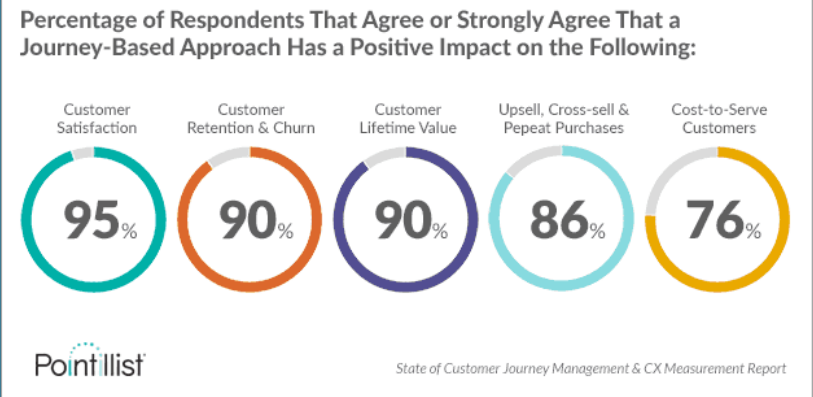
Customer Journey Maps

Critical for CX success (according to you)

- 80% feel a journey-based approach is critical for improving customer sat, retention, brand perception, and CLV
- 53% feel lack of understanding a journey-based approach is their greatest CX blocker

* Pointillist: The State of Customer Journey Management and CX Measurement

Survey of over 700 CX, marketing, and analytics professionals

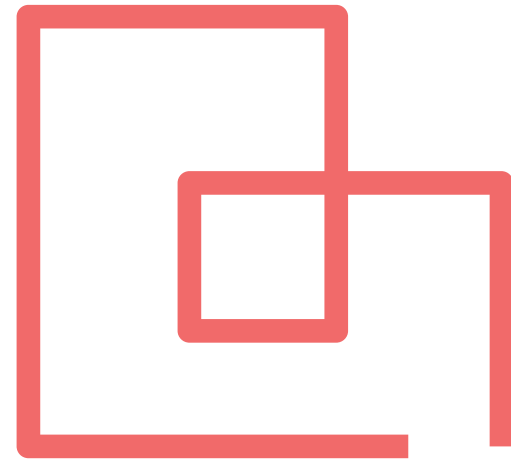


Why Journey Maps?

Benefits:

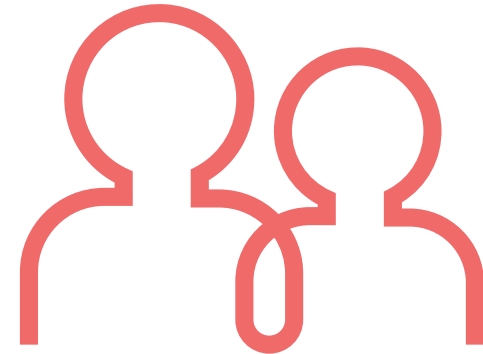
- Wholistic view of your customer
- Identify pain points and opportunities
- Manage consistency and satisfaction
- Increase revenue, loyalty
- Put focus on your customer, not your business

But who takes the journey in a B2B organization?



B2B Challenges

- It starts with personas, but who?
 - Relationship manager?
 - Procurement manager?
 - Project manager?
 - Business owner?
- Cross-functional goals compete with customer goals
- Internal goals compete with internal goals:
 - Sales
 - Marketing
 - Product
 - Support
 - Customer Experience





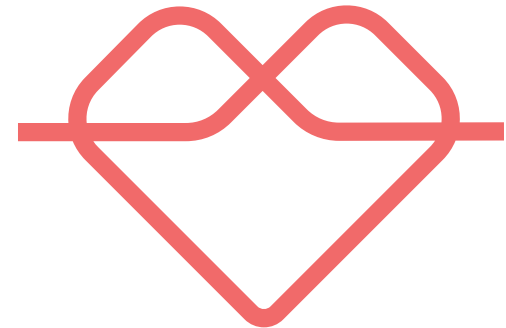
"What's important to remember is that **customer journeys aren't created; they're discovered.** When we try to create journeys, we fall into one of these two traps: we either hallucinate customer needs or throw away the customer experience playbook altogether and focus on the needs we know intimately: our own.

Jake Sorofman, formerly of Gartner Research

Best Practices

Marriage of customer and business goals

- Detailed persona(s) of customer
 - Separate journey for the end-user?
- Create their entire journey, not just where you want to make money
- Where are customers interacting with you?
 - Analytics/Usage, CRM, VOC, Search Logs, Billing, Point of Sale
- Build trust with stakeholders to create buy-in ...
 - ... and measure their KPIs
- Leverage SMEs for expertise (Support, UX, etc)



PART 4

Taking Action on Your CX Plan

Lori Laflin



Develop Plans

- Make the research come alive (real people, real stories)
- Specific task
- Permission for big thinking
- Constraints breed creativity: time
- Positive framing
- Thinking differently
- Right-sized cross-functional teams
- Push



I am a positive, creative person and promise never to say “we already tried that” or “that will never work here”

You have your ideas...now what?

- Select
- Perfect
- Effect



Select

Impact	High impact Low effort Embrace	High impact High effort Explore
	Low impact Low effort Review	Low impact High effort Ignore
	Effort	

	Criteria					
	ROI	Ease	Impact	Personas	Effort	...
Idea 1	●	◐	◐	●	○	
Idea 2	○	◐	●	○	●	
Idea 3	○	●	○	◐	●	

Just plain voting also works



Perfect

What are you really proposing?

What are the must haves?

Details: timing, resources, KPIs



Effect

Get leadership buy-in with ROI

- Retention
- Loyalty
- Share of wallet
- Word of mouth
- Productivity
- Lower turnover

"If we can increase just x%..."

