

Accelerate B2B Marketing and Sales Performance with a Customer-Experience (CX) Driven Operating Model.

An McorpCX Lessons Learned Webinar

May 11th, 2021



Welcome! Introducing your hosts for today...



Michael Hinshaw

Founder and President,
McorpCX
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- CX industry pioneer, on multiple “Global CX Thought Leaders to Watch” lists
- Best-selling author: *Smart Customers, Stupid Companies: Why Only Intelligent Companies Will Thrive, and How To Be One of Them*
- Mentor and Richard H. Holton Teaching Fellow at U.C. Berkeley’s Haas Business School



Graham Clark

VP Market Development,
McorpCX
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- Customer, employee and digital experience consulting leader
- Previously global head of Digital, Digital Experience and Multichannel CX at Isobar, NIIT and Mphasis
- Creator of Digital E3 frameworks for Digital and Care Operating Models.

McorpCX: A recognized experience design and activation leader with over 19 years of leadership...

Media recognition for our thought leadership

Bloomberg Businessweek



FAST COMPANY

TIME

THE HUFFINGTON POST



Forbes

Analyst Recognition as a Top 25 Customer, Employee and Digital Experience expert



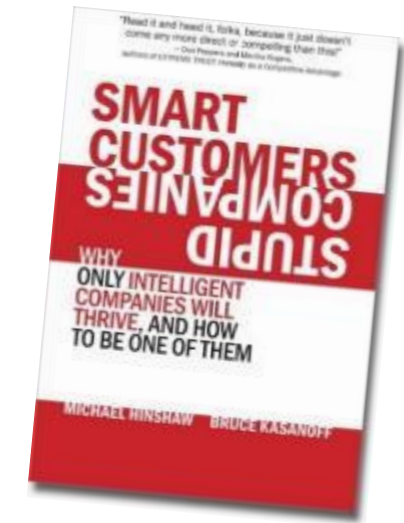
Kennedy: Digital Customer Strategy and Experience Consulting

Forrester: Customer Experience Strategy Consulting



Forrester: Employee Experience Consulting

Best-selling book on Digital Customer Experience innovation



“One of the most exciting business books I’ve ever read.”

- Don Peppers
Founder, Peppers & Rogers

Helping activate customer-centric experience transformation –and drive results–in two core areas:

(Re)Design and Innovate Customer and Employee Experiences



For priority personas

Across priority journeys

Linked to the actions, systems and capabilities to improve

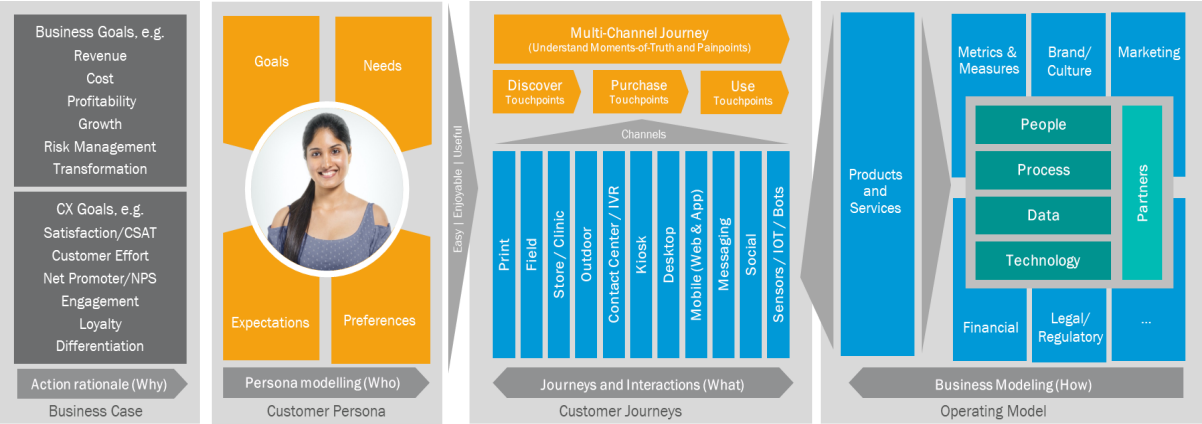
Build and Teach Experience Management (XM) Skills and Capabilities

Experience Strategy	Customer / Employee Understanding	Experience Design
Governance	XM Capabilities	Organization and Culture
Measurement	Technology and Data	Processes

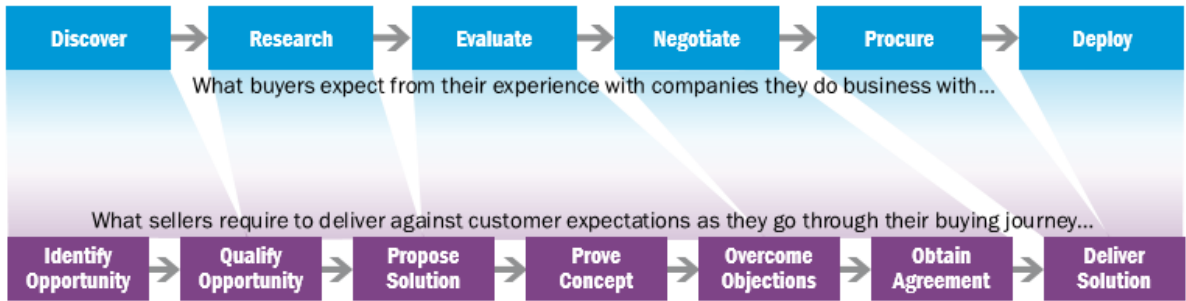
Today: Why make decisions
through the eyes of your customer?;
How a CXOM drives results; How it
can align marketing and sales
operations; Real-world examples;
Key actions you can take now...

Things are changing, again. Customer (and employee) experience expectations have shifted dramatically

The ask: Increase revenue, now...
Businesses and leadership emerging from survival mode (2020) to recovery (2021, and beyond)



Experiences occur across the Buyer's Journey



Supported by marketing and sales operations, across the Seller's Journey

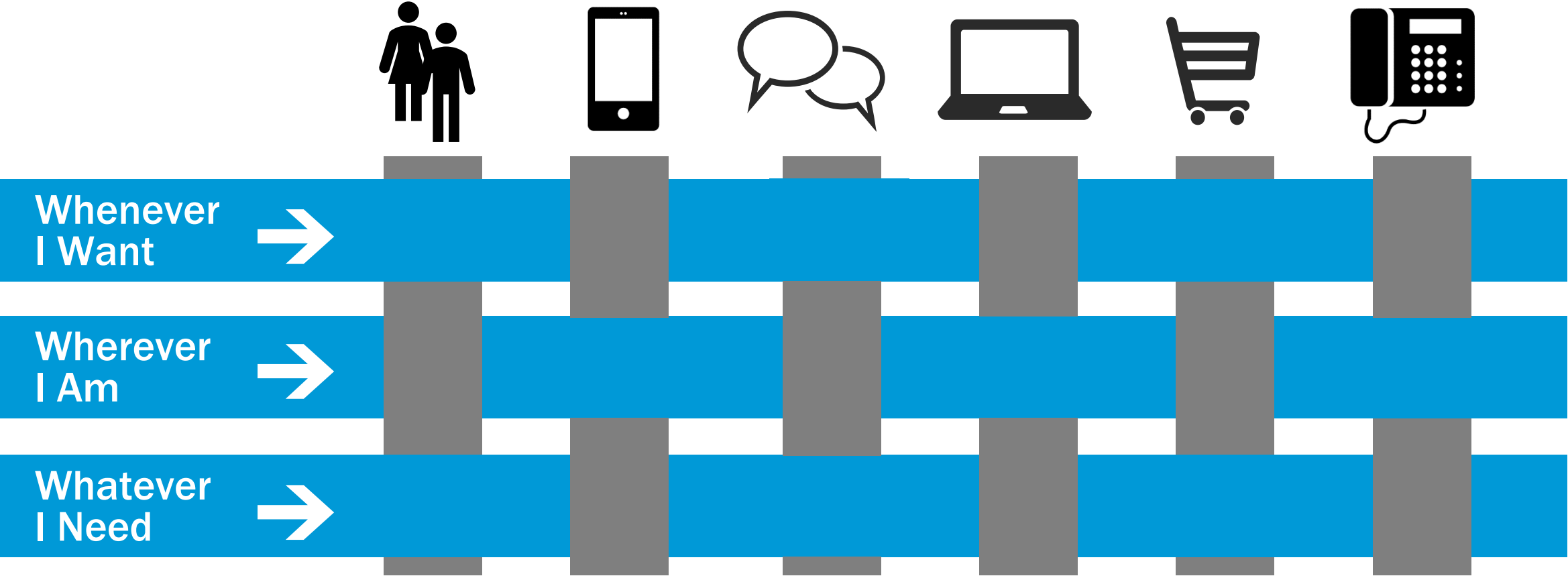
A renewed focus on key priorities
Growth and competitive positioning are driving strategy; Optimizing sales, marketing and CX at the top of the list

A woman with dark curly hair and glasses, wearing a black and white striped shirt, is sitting at a desk and smiling while looking at a laptop. The background shows a modern office with large windows and some green plants. The text is overlaid on the image in a large, white, sans-serif font.

Digital-first-but-not-digital-only “smart B2B customers” are radically changing the game for the businesses that wish to serve them*

***At least 80% of B2B buyers are not only looking for but expect a buying experience like that of a B2C customer...**

No matter what channel they choose to interact with, where they are or when they do... They want it all



***91% of B2B buyer searches are carried out on a mobile device...**

More effective sales and marketing starts by better understanding what your customers want, think and do

“Early on, my company suggested designations for career advancement. The higher up you want to go, it really becomes a requirement.”

James “Underwriter” Lewis

Michelle “Claims Specialist” Davis: Current State Designation Journey

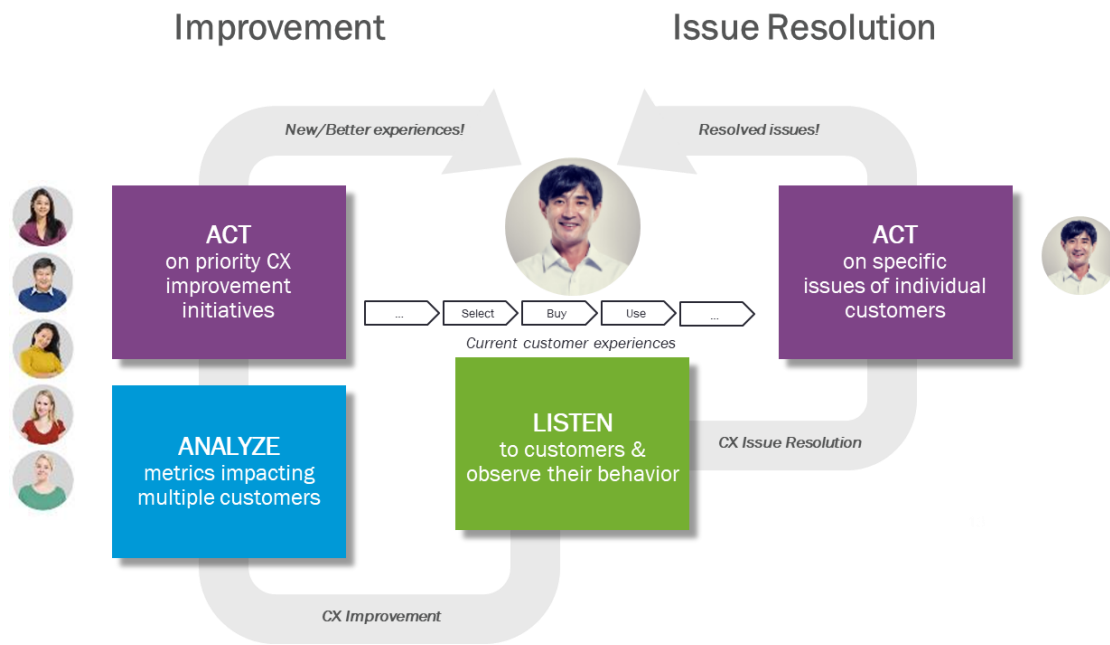
Paula “Prospect to Member” Smith: End-to-end Member Journey

Customer journey maps help cross-functional teams rally around buyers:

- Expectations, across the journey
- The experiences they have
- Their wants and needs
- Specific pain points and challenges
- Moments of Truth

They also help you more effectively measure, and better manage, your customer experiences.

Robust listening and measurement systems help manage experiences, and inform customer-centric improvements



Multichannel listening to action systems inform intentional customer experience management:

- By direct feedback through interviews, surveys and feedback
- Enriched by digital and other analytics
- Complementing and informing account teams and partners
- Integrated for insights
- With agile action to improve

Ensuring continuous improvement

Embracing Experience Management (XM) helps drive significant payoffs for marketing and sales...

+54%

**Marketing return
on investment**

24.9%: With Customer Journey Management, 16.2%: Without

+24%

**Positive social
media mentions**

17.9%: With Customer Journey Management, 5.1%: Without

+251%

**Revenue from
customer referrals**

17.1%: With Customer Journey Management, 1.2%: Without

+1,767%

**Greater customer
“win-back” rates**

16.8%: With Customer Journey Management, 0.9%: Without

+1,325%

**Faster average
sales cycle**

17.1%: With Customer Journey Management, 1.2%: Without

+56%

**More cross- and
up-sell revenue**

15.3%: With Customer Journey Management, 9.8%: Without

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Six key trends with massive operating model impacts

1.

Changing
Customer
Expectations

2.

Changing
Employee
Expectations

3.

Digital
Transformation

4.

Commoditization
Across Industries

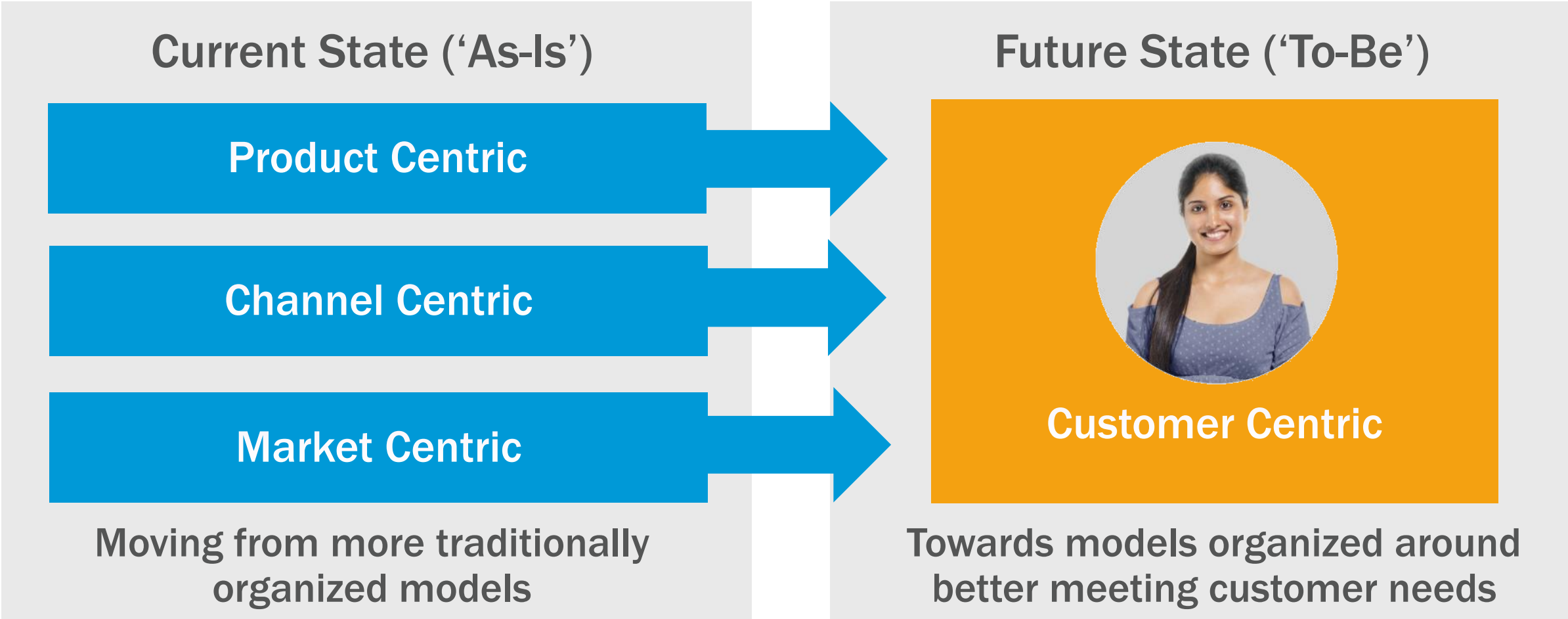
5.

Innovative
Disruption

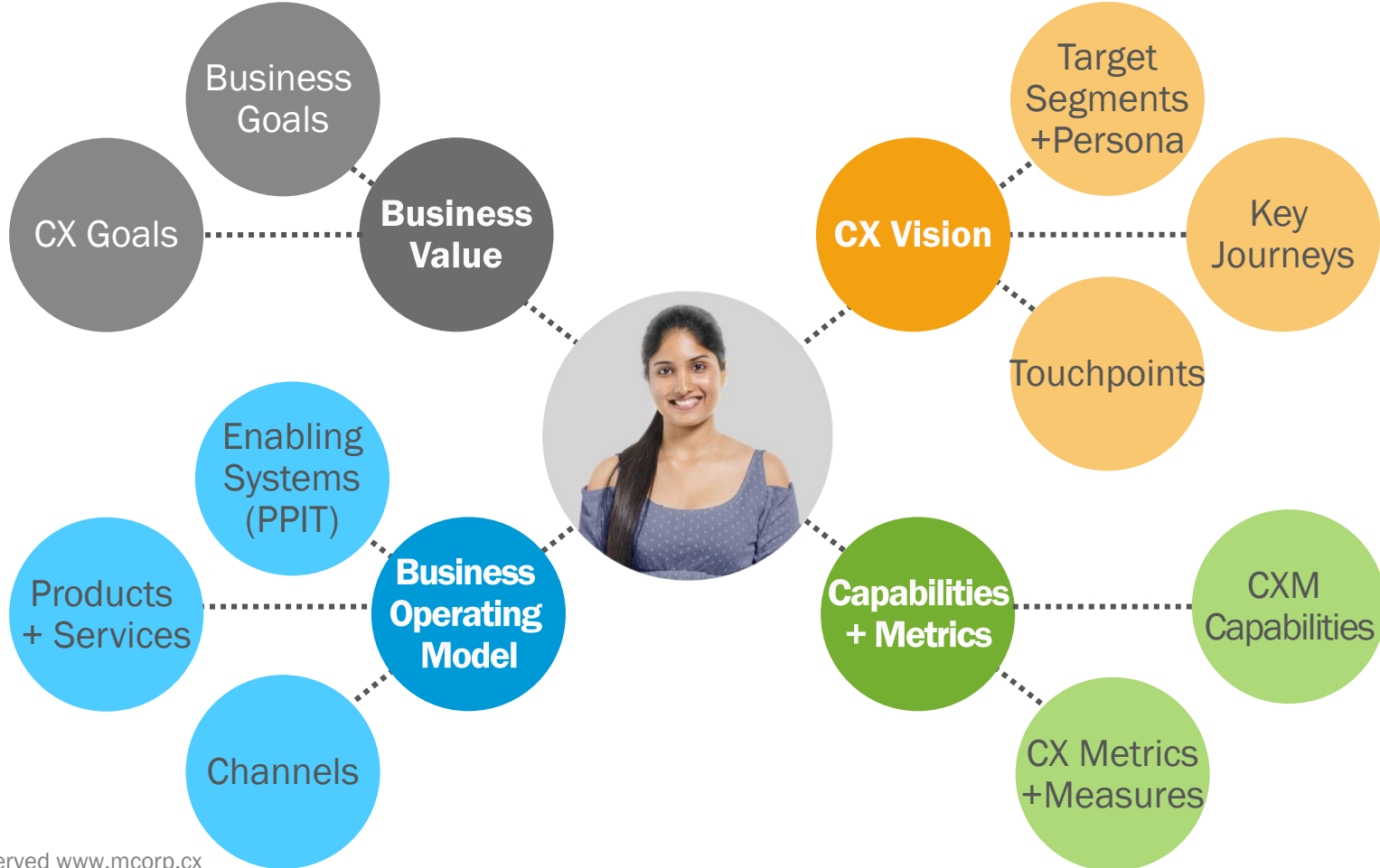
6.

Pressure for
Results and growth

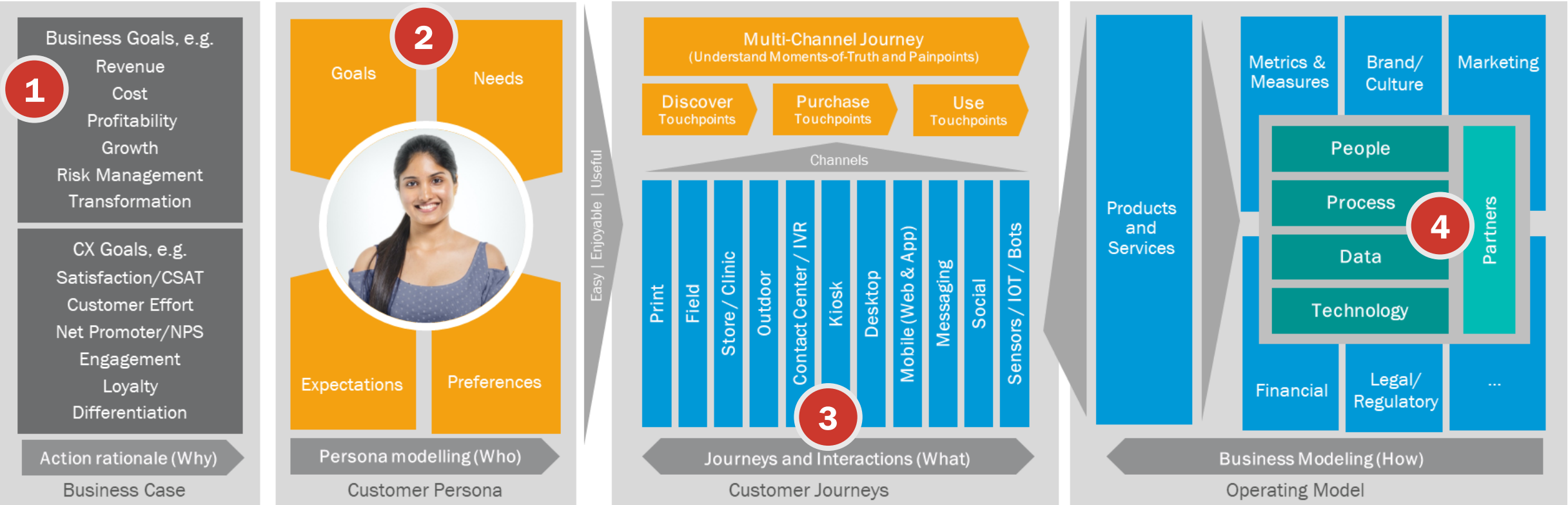
Since all these things are happening everywhere and seemingly all at once, it's time to shift how we operate



Putting customers' experience at the core of your business: The CX Operating Model (CXOM)



A CXOM improves operations, and drives performance



1. Driving business operating performance

2. Starts with understanding your customers view of their desired experiences

3. Knowing how your interaction channels help meet their experience expectations

4. Aligning your business operating model to support all interactions

Your CXOM drives the experiences buyers have with you, and that your sellers deliver. Key components include:

Why:	Business Case, Action Rationale
Who:	Target Segments, Persona
What:	Channels, Journeys, Interactions
How:	People and Organizations Processes and Workflows Technology and Data Products and Services Measures and Metrics CXM Capabilities

Delivering...

Buyer and Seller Experiences

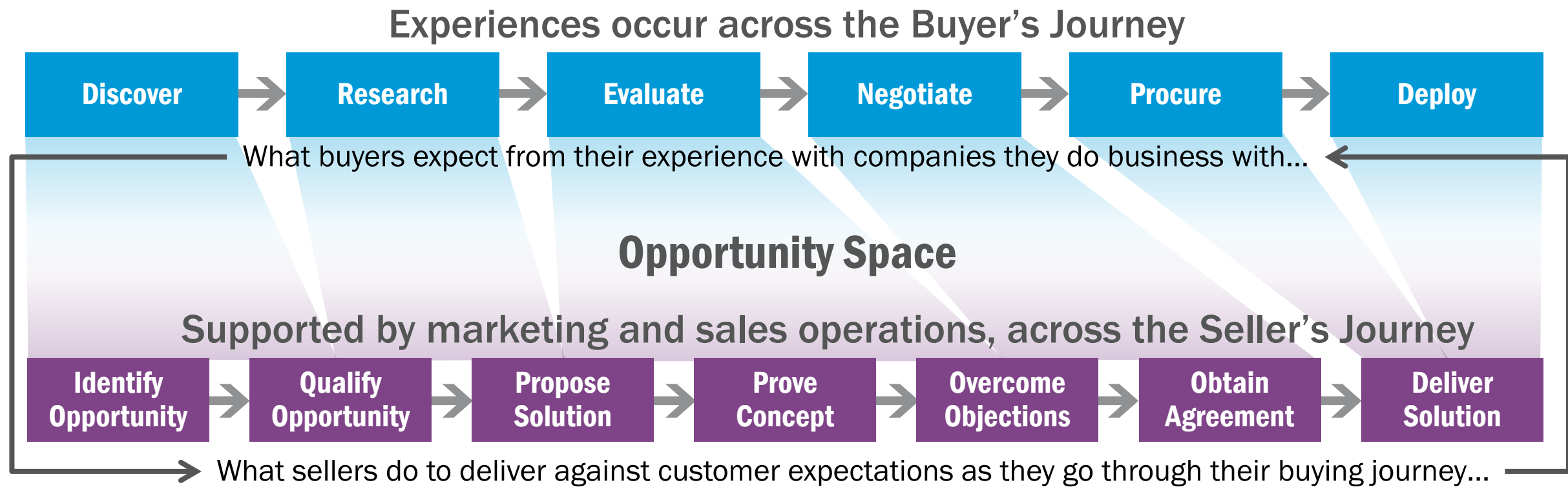
The collage displays three distinct CXM journey maps. The top map, 'Michael 'Advancer' Alvarez | Purchase Sub-Journey', shows a buyer's path through various touchpoints. The middle map, 'Seller Journey: Arjun 'Partner' Agarwal', is a detailed flowchart with stages like 'Identify Opportunity', 'Define Results', 'Engage Stakeholders', 'Develop Solution', 'Obtain Agreement', 'Implement Solution', and 'Assess Impact'. The bottom map, 'Seller Journey: Sarah 'OEM' Jacobson', follows a similar structure but includes a side column for 'Priority and Challenging (Tools and Resources)' with items like 'Salesforce', 'Sales & Market Intelligence Tools', 'My Network', 'Directly from the client (Strong relationship)', 'Internal Network', 'External Network', and 'Sample Discovery Content'.

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The B2B marketing and sales alignment opportunity: Understand your Customer Experience Operating Model



The B2B marketing and sales alignment opportunity: Align and optimize buyer and seller journeys...



Myriad improvement opportunities exist in the space between B2B buyer expectations, and what sellers do...

“Overcommunicating,
inconsistently”

“It all fell apart
when you
promoted my
account manager”

“It crucifies us all
when we drop balls
in handoffs from
sales to
onboarding to
service”

“Our customers
have changed, we
have not”

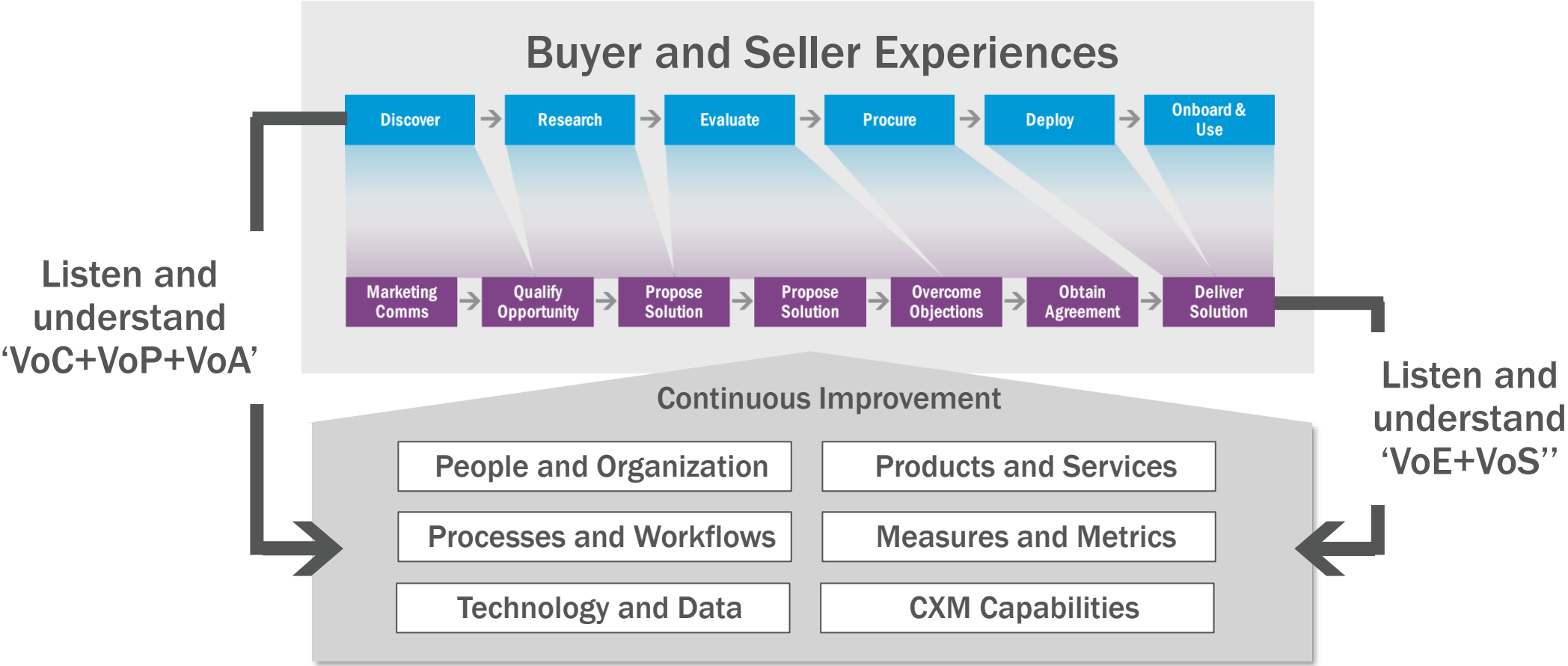
“Your partners and
you aren’t saying
the same things”

“We have no idea if
our sales
improvement
investments are
improving our
customers lives”

“We say we have
best practices..
which ones have
the greatest impact
on our customers”

“Sorry we are
cancelling, maybe
you should have
asked before”

Continuous listening is critical to capturing the B2B marketing and sales alignment opportunity...



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Real-world example: \$3B BFSI Services Company

Business Challenges:

- Traditional account team relationships exposed them to changing customer experience needs
- Commoditizing services and nimble innovators
- Top-tier of relationships worth \$10m+ each

Distribution:

Direct and partner enabled solutions for financial services providers with digital support and information

Case for Change:

Over \$50M high risk hypothesis with up to \$0.5b in threatened revenue

“A 25-year, \$10m+ annual revenue customer left us despite account team assurances things were great, driving a focus on improvements.”

- VP Marketing Operations and Customer Engagement

Real-world example: ~\$7b Manufacturing Solutions

Business Challenges:

- Increasing competition from innovators
- Sales to service handoff failures
- Local and global relationship coordination issues
- Integration of new cloud products & acquisitions

Distribution:

Direct sales and account mgmt teams, partner ecosystem and direct digital support and upsell

Case for Change:

~\$0.5b in revenue leakage & \$15b market cap aspiration moving from p/e of 20 to leader 30+

“For the first time by starting with a definition of our buyers Great CX I feel we more clearly understand what our sales and service leaders need to do, our challenge now is executing”

- Global Transformation & Improvement PMO Leader

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8 key actions to maximize marketing and sales ROI

Elevate Journeys

Clarify experience needs through research driven journeys

Align Processes

Understanding how marketing, sales (and service) processes align

Cross-Functional

With special attention to cross organizational friction

Clarify CXOM

And the organizations, tech, data, partners, etc. to deliver

Define Measures

With clear measurement of CX and Business drivers

Maximize Voices

Voice of Sales, Voice of Customer, Voice of Partner & Voice of Analytics systems

Make The Case

Ensure a clear and measurable case for change

Act Agile

Continuously act and measure to improve

