Rethinking Digital Customer Engagement

Brent Adamson
Adapting to the New World of B2B Buying

**Marketing (Digital)**
- Online Engagement
- Purchase Progress

**Sales (In-Person)**
- Customer Access
- Value Delivery
Adapting to the New World of B2B Buying

Marketing (Digital)
- Online Engagement
- Purchase Progress

Sales (In-Person)
- Customer Access
- Value Delivery

High Quality Deal
Today's Buying Reality

6-10

Average Buying Group Size
### Today's Buying Reality

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Average Buying Group Size</td>
<td>6-10</td>
</tr>
<tr>
<td>Information Sources Stakeholder</td>
<td>4.5</td>
</tr>
</tbody>
</table>
Today’s Buying Reality

6-10
Average Buying Group Size

4.5
Information Sources Stakeholder

15%
Time Spent De-conflicting Information
Today's Buying Reality

6-10
Average Buying Group Size

4.5
Information Sources Stakeholder

15%
Time Spent De-conflicting Information

77%
Buyers Reporting High Purchase Difficulty
The High Cost of Buying Difficulty

Impact of Difficult Purchase Experience on Purchase Regret

n = 610 B2B buyers
Source: 2015 Gartner Sales Customer Panel Survey

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How Do We Progress Opportunities Through Our Pipeline?
How Do We Advance Customers Through Their Purchase?
Information Drives Ease and High-Quality Deals

Change in Likelihood of Purchase Ease Experienced  Change in Likelihood of High-Value, Low-Regret Deal

2.8x

Information That Helps Us Advance

n = 792 B2B buyers
Source: Gartner 2018 B2B Buying Survey
Information Drives Ease and High-Quality Deals

Change in Likelihood of Purchase Ease Experienced       Change in Likelihood of High-Value, Low-Regret Deal

2.8x Information That Helps Us Advance               3.0x Information That Helps Us Advance

n = 792 B2B buyers
Source: Gartner 2018 B2B Buying Survey
A Linear Journey
Representative Buying Journey Maps

Prioritize Need → Define Requirements → Evaluate Current Capabilities → Determine Readiness → Define Success Criteria → Evaluate Impact

Source: Gartner
A Set of ‘Jobs’

- Problem Identification
- Solution Exploration
- Requirements Building
- Supplier Selection

Validation

Consensus Creation
Two Key Findings From Jobs

1. Jobs Aren’t Sequential

2. Jobs Aren’t Channel Specific
Revisiting Required
Proportion of Buying Groups Revisiting Given Buying Task at Least Once

Source: Gartner 2018 B2B Buying Survey

<table>
<thead>
<tr>
<th>Task</th>
<th>Proportion</th>
<th>Sample Size</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem Identification</td>
<td>76%</td>
<td>n = 573</td>
</tr>
<tr>
<td>Solution Exploration</td>
<td>79%</td>
<td>n = 640</td>
</tr>
<tr>
<td>Requirements Building</td>
<td>80%</td>
<td>n = 606</td>
</tr>
<tr>
<td>Supplier Selection</td>
<td>79%</td>
<td>n = 824</td>
</tr>
</tbody>
</table>
A Long, Hard Slog

Illustrative B2B Buying Journey

1. **Problem Identification**
   - Executive Presentation and Questions
   - Budget Approved
   - Web Search
   - White Paper Download
   - Overwhelming Information About the Problem
   - Misalignment on Problem
   - Independent Online Research
   - Web Search
   - White Paper Download

2. **Solution Exploration**
   - Supplier Website Visit
   - Peer Discussions
   - Online Virtual Demo.

3. **Requirements Building**
   - Buying Consultant Discussion
   - Deconflicting Information Within Buying Group
   - Buying Group Debates
   - Group Disagreement on Requirements
   - Online Content Shared
   - Expert Consultation
   - RFP Creation

4. **Supplier Selection**
   - Discussion With Customer References
   - Customer Testimonial Videos Review
   - Buying Group Demos
   - Live Supplier Demos
   - Business Case Data Unavailable
   - Social Media Conversation
   - RFP Response Comparison
   - Supplier's Buying Guide Download
   - Expert Consultation
   - Group Disagreement on Requirements
   - Buying Group Debates
   - Online Virtual Demo.
   - Supplier Website Visit

5. **End-User Input**
   - End-User Input
   - Procurement Flag
   - Budget Cut
   - End-User Input
   - Web Search
   - Feasibility Review
   - Exploration of Integration With Existing Systems
   - Exploration of Integration With Existing Systems

6. **Purchasing Rules**
   - Overrule Group Decision
   - Legal Flag
   - Capital Review Board

7. **Purchase**
   - Contract Updates Required
   - Buying Group Debate
   - Buying Group Debate
   - Buying Group Debate
   - Buying Group Debate
   - Buying Group Debate
   - Buying Group Debate
   - Buying Group Debate
   - Buying Group Debate
   - Buying Group Debate

8. **Executive Presentation and Questions**
   - Budget Approved
   - Web Search
   - White Paper Download
   - Overwhelming Information About the Problem
   - Misalignment on Problem
   - Independent Online Research
   - Web Search
   - White Paper Download

Source: Gartner
Two Key Findings From Jobs

1. Jobs Aren’t Sequential
2. Jobs Aren’t Channel Specific
Customers Are Channel Agnostic

Proportion of Buyers Who Used Supplier Information Channels to Complete a Job

<table>
<thead>
<tr>
<th>Activity</th>
<th>Supplier Sales Rep.</th>
<th>Supplier Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem Identification</td>
<td>82%</td>
<td>79%</td>
</tr>
<tr>
<td>Solution Exploration</td>
<td>92%</td>
<td>88%</td>
</tr>
<tr>
<td>Requirements Building</td>
<td>85%</td>
<td>82%</td>
</tr>
<tr>
<td>Supplier Selection</td>
<td>90%</td>
<td>86%</td>
</tr>
<tr>
<td>Validation</td>
<td>87%</td>
<td>79%</td>
</tr>
<tr>
<td>Consensus Creation</td>
<td>85%</td>
<td>80%</td>
</tr>
</tbody>
</table>

Q: Which information channels did you use to accomplish this activity set?
Help Wanted

Proportion of Buyers Who Found Supplier Information Channels “Very Impactful”


Q: Of the information sources that you used, how would you rate their impact on you accomplishing this activity set?

<table>
<thead>
<tr>
<th>Activity</th>
<th>Supplier Sales Rep.</th>
<th>Supplier Website</th>
</tr>
</thead>
<tbody>
<tr>
<td>Problem Identification</td>
<td>29%</td>
<td>29%</td>
</tr>
<tr>
<td>Solution Exploration</td>
<td>34%</td>
<td>33%</td>
</tr>
<tr>
<td>Requirements Building</td>
<td>30%</td>
<td>28%</td>
</tr>
<tr>
<td>Supplier Selection</td>
<td>35%</td>
<td>32%</td>
</tr>
<tr>
<td>Validation</td>
<td>32%</td>
<td>32%</td>
</tr>
<tr>
<td>Consensus Creation</td>
<td>33%</td>
<td>29%</td>
</tr>
</tbody>
</table>

n = 976
n = 1,073
n = 994
n = 1,253
n = 1,003
n = 643

Solving for the Right Problem

Digital  VS.  In-Person
Solving for the Right Problem

Information

Digital

In-Person
Not Just Any Information

Buyer Enablement

Digital

In-Person
Buyer Enablement

The provision of information that supports the completion of critical buying jobs.
Seven Forms of Buyer Enablement

- Calculator
- Benchmark
- Diagnostic
- Simulator
- Recommender
- Connector
- Advisor

Source: Gartner
How to Evaluate Technology Solutions

We recommend using the following rubric to assist in evaluating interactive technology solutions:

1. This criterion is not met.
2. This criterion is partially met.
3. This criterion is fully met.
4. This criterion is exceeded.

Evaluate the manufacturer’s display embedded computing based on the criteria below:

<table>
<thead>
<tr>
<th>Recommended Specification</th>
<th>SMART Technologies</th>
<th>Vendor 2</th>
<th>Vendor 3</th>
</tr>
</thead>
<tbody>
<tr>
<td>Does the interactive display include embedded computing that allows for one-touch access to a range of classroom applications?</td>
<td>Yes — included as part of the iQ technology standard on 7000 and 6000 series displays.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the interactive display or computing appliance include whiteboarding functionality that enables in-room and remote session participants to write in the shared workspace simultaneously in real time and save captured notes from any web-enabled computer, mobile device or other compatible interactive display?</td>
<td>Yes — included as part of the iQ technology standard on 7000 and 6000 series displays. The whiteboard mode in iQ technology enables up to 250 students to contribute to on-screen content directly from their mobile devices, in real time, from anywhere. Available on 7000 and 6000 series.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the display or computing appliance include whiteboarding functionality that allows users to share whiteboard content in real time with remote participants using a unique URL?</td>
<td>Yes — included as part of the iQ technology standard on 7000 and 6000 series displays.</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Does the display or computing appliance include whiteboarding functionality that allows users to save their whiteboarding content for future access?</td>
<td>Yes — included as part of the iQ technology standard on 7000 and 6000 series displays.</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>
### McCain Foods’s Profit Calculator

#### Results

<table>
<thead>
<tr>
<th>Current Total Fries/Sides Sold per Day</th>
<th>870</th>
</tr>
</thead>
<tbody>
<tr>
<td>Incremental Premium Fries/Sides Added per Day</td>
<td>43</td>
</tr>
</tbody>
</table>

| Total Incremental Annual Profit Potential | $23,803 |

#### Source: Adapted from McCain

In fact, 47% of QSR consumers say they are motivated to order fries when they go to a restaurant that is known for great fries.*
## Building an ‘Ecosystem’ of Buyer Enablement

<table>
<thead>
<tr>
<th>Problem Identification</th>
<th>Solution Exploration</th>
<th>Requirements Building</th>
<th>Supplier Selection</th>
</tr>
</thead>
<tbody>
<tr>
<td>Identify and learn about a business problem.</td>
<td>Explore the different solutions that solve the problem.</td>
<td>Build RFP and tools to evaluate and compare options.</td>
<td>Compare RFP responses and demos.</td>
</tr>
<tr>
<td>Consider budget.</td>
<td>Narrow the field of potential suppliers and solutions.</td>
<td></td>
<td>Consider tradeoffs</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Evaluate implementation challenges.</td>
</tr>
</tbody>
</table>

### Validation
- Confirm independent learning.
- Corroborate supplier’s claims.
- Solicit end-user feedback and customer references.
- Consult peer/professional acquaintances.
- Review third-party expert analysis.

### Consensus Creation
- Build a shared understanding of the problem within the buying group.
- Educate stakeholders outside the immediate buying group.
- Surface and resolve disagreements; engage in debate.
- Build a business case and secure budget.

Sources: B2B Structured Buyer Interviews and Gartner analysis
Takeaways

1. B2B buying difficulty has significant commercial consequences.

2. B2B buying isn’t linear — it’s about completion, not progression.

3. Customers are looking for helpful information, not sales rep. conversations to complete jobs.

4. Customers are agnostic as to where they find that information.

5. Deploy buyer enablement through both in-person and digital channels to support job completion.
Thank You