



Ready for a new angle on customer experience?

As the convergence of the front office accelerates, organisations should evaluate how they orchestrate the experience, develop better governance and implement the right technology and data solutions.

KPMG Powered Enterprise | Marketing, Sales and Service

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Many businesses have moved, albeit slowly, to bring some level of interaction and cohesiveness to their primary 'front office' functions.

It's time for a sustained commitment to digital transformation, with customer-centricity and connectivity at the heart of the organisation.

But as businesses look to digitally transform their enterprises to continue to maintain stronger connections with their stakeholders, front office functions should work better together in service of the customer. This has placed stress on the traditional model, upending the ways stakeholder groups like customers, business functions, employees, partners and the digital ecosystem interact.

The convergence of the front office continues to accelerate, and there's no going back. As data-driven analysis creates extraordinary possibilities for personalisation, customisation and sophisticated post-purchase follow-through, customer expectations grow. As rich networks of information increase, the customer has become more and more knowledgeable. Newly empowered, these customers are creating pressures for a new front office operational model.

Recent global events have meant the previous rules of engagement have been thrown out of the window – and a new, customer-centric way of operating is expected. At one end of the spectrum, marketing, sales, and customer service are working together as one interconnected entity. At the other, those three departments are replaced with a new 'customer' function, headed up by a Chief Customer Officer or similar.

As consumers were forced towards digital-first channels, companies were expected to deliver a stellar experience – primarily online – or face the prospect of them going elsewhere. And that has forever changed how businesses should interact with their customers.

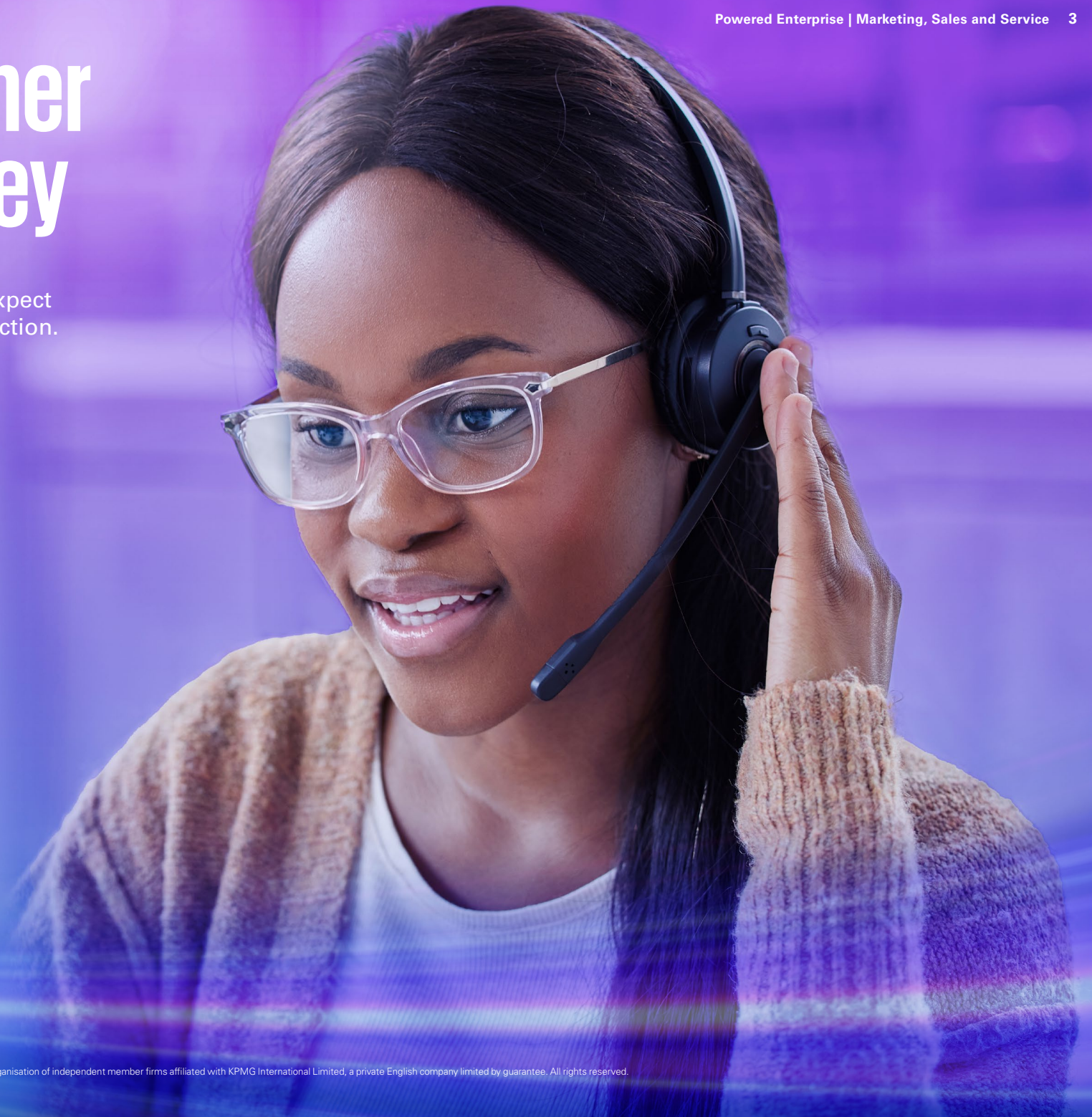


With new technologies and rapidly changing customer behaviours and expectations, the lines between customer service, sales and marketing have begun to blur. Today's connected customers are creating pressures on the front office, forcing its traditional functions to converge in a new operating model.

Duncan Knight
UK Head of Powered Marketing,
Sales and Service, KPMG in the UK

Why customer context is key

Customers demand a lot, and they expect a business to remember every interaction.



Customers expect to have a consistent, high-quality experience across every touchpoint. They aren't concerned with how a business is structured. And they don't worry about internal processes or how things used to be done.

They expect every interaction to have the context of previous exchanges. And rightly so. Their expectations are not unrealistic. The challenge is how to continuously meet their needs.

While organisations have responded to varying degrees, there are still significant internal silos between marketing, sales, and service – and in some instances, it's preventing businesses from operating as they should today within the customer context.

For example, there are huge national and global businesses whose sales teams can't see the information that marketing has about their customers. And the service teams can't access sales histories or customers' interactions with marketing.

While marketing, sales, and service have their own responsibilities, the customer single view is crucial.

Now there's an opportunity for today's forward-thinking marketing, sales, and service leaders to gain considerable competitive advantage by taking a unified operational approach for achieving and sustaining their success.

"Organisations should bring together a compelling customer value proposition, and make sure they're delivering the right experience," says Duncan Knight, UK Head of Powered Marketing, Sales and Service at KPMG in the UK.

"That means businesses should stop thinking about what marketing is doing by way of brand and campaign engagement, what sales or commerce channels are doing and what service is doing – and instead take design thinking, process thinking, measurement thinking and use of data across all three functions – and KPMG Powered Enterprise can be the blueprint to do that."

The context that your customers demand is a single view that is created from multiple information sources across the business. And if you can't provide it, expect that your competitors will.

While keeping customers happy, engaged, and spending is a key reason to look at marketing, sales, and service differently, it isn't the only one.

Marketing, sales and service teams can also become more efficient and more effective by collaborating – which can ultimately increase revenue and decrease costs, while delivering that memorable experience that customers expect.



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Turning obstacles into opportunities

From the outside, bringing customer knowledge and insights together within a business may seem a simple task.





In reality, it's often an operational challenge for businesses due to the siloed systems, processes, structure, and technological infrastructure currently in place.

Different systems collect different information. Departments have previously sourced and implemented their own systems, resulting in different silos of information. The platforms used for marketing may not integrate with the sales database. And customer service may not have access to past purchases.

The challenge for businesses is how to stitch together their understanding of the customer to deliver the most valuable content, support, interaction, or handling based on whatever the customer is doing at that moment in time.

That involves bringing together processes, data, metrics, and the customer journey into one business-wide technology.

"It's not uncommon for businesses to have five or six different sources of information about one customer, and they all differ slightly," says Duncan Knight.

"Each holds a different aspect of information and perspective on the customer, but it often isn't joined together to form a complete picture."

Stitching together this information to create a complete and accurate picture of each customer is a considerable challenge – as is redefining the business rules and processes that can steer these business functions moving forward.

However, it's far from an impossibility.

By rationalising and centralising customer information and insights across the business, the organisation can gain a significant advantage as it strives to deliver the experience customers have come to expect.

The marketing, sales and service revolution

For some organisations, bringing the three departments under one 'customer' banner may make sense.





59%

of digital transformation leaders plan to **increase the customer-centric technologies investments** in the next 12 months.

Base: 820 professionals involved with digital transformation strategy decisions

Source: A commissioned study conducted by Forrester Consulting on behalf of KPMG, April 2021

For others, it may not. Either way, it's important to embrace a philosophy of operating together as complementary teams and look at how customers interact with the business from a new angle, rather than the traditional siloed perspective.

To operate effectively and efficiently, businesses should completely rethink and rebuild the way the three departments interact and operate.

The KPMG Powered Enterprise | Marketing, Sales and Service solution helps create a blueprint for the business to develop, establish, and evolve a new way of working – with the customer front and centre.

Central to an effective marketing, sales and service transformation is the ability to manage customers before you identify them. This is done by creating a unique ID for every visitor to your online channels. If the business can begin to understand the behaviour and interests of an individual before they even engage directly, it can deliver relevance and create a far more knowledgeable and informed prospect.

“By understanding what each individual looks at on your website, app, and social channels, you can ensure you’re serving up the most relevant content and products,” says Knight. “This keeps prospects engaged.

One of the biggest challenges online is bounce rate. People drop off very quickly, and the longer their visitation, the more likely people are to buy.

Within a target operating model, the measures put in place to track performance are critically important – and within the KPMG Powered Enterprise solution there are industry best practice KPIs to measure and benchmark against.

Often businesses aren't necessarily measuring the wrong things, but they measure too many things, and their measurement practices aren't set up to optimise performance,” says Knight.

Once the customer has been identified, processes defined in the target operating model come into play – running campaigns and engaging customers through outbound and inbound strategies to help nurture an ongoing relationship.

The challenge, of course, is to do this at scale in a deeply personalised and nuanced manner, from the channels used, right down to the precise time of engagement – all of which can be facilitated by the right technology.

Digital marketing, sales and service is now a fundamental part of continuous business transformation and a way of life, whether you're a consumer or a business, a local corner store or a multinational corporation.

The importance of contact strategy

By building a deeper picture of individual prospects, sales teams can have a flow of leads that are of a much higher quality – and are much further down the sales funnel. With an intelligent contact strategy, these relationships can be nurtured and evolved.



No longer do B2B sales need to be delivered primarily through traditional field sales, account management and a person-to-person selling model. Instead, a significant amount of a customer’s engagement with a business can be managed through an online, self-service portal.

For B2B commerce to flourish, self-service can be used to manage accounts, raise service inquiries, get advanced information about a product or service, deliver relevant content – and generally be an automated, immersive focal point for your customers’ brand experiences.

“It’s essentially bringing consumer marketing strategies into the B2B environment,” says Knight.

The integration with service, therefore, is clear. While traditionally, the customer service function of a business has been rather hands on account management, face-to-face meetings and in-person question and answer, self-service can automate many aspects of the service experience.

If real-time (or almost real-time) information concerning orders, billing status, and spend, for example, is available in a self-service environment – as well as the ability to change or manage orders – businesses can be able to deliver a customer-focused service environment that makes the customer feel that the organisation is being attentive to their specific need and their specific context.

Within that self-service environment, the marketing and sales cycle can be a continuous loop built around an intelligent contact strategy. Educational content promoting adjacent products or services can be recommended, helping to deepen and maximise the customer relationship.



Organisations should bring consumer marketing strategies into the B2B environment.

Duncan Knight
UK Head of Powered Marketing, Sales and Service, KPMG in the UK



Creating an integrated, customer-centric experience

Optimising marketing, sales, and service needs to be a fluid process. And when working in this cross-functional way, good governance can become even more critical.



Strong leadership is required for every function – from onboarding to the end-of-customer lifecycle. All of those functions transcend every discipline, so strong senior governance is necessary for a successful outcome.

By introducing a target operating model, businesses can functionally transform their organisation into an interconnected entity, which has adopted leading practice processes and technology to offer customers a seamless experience regardless of the ‘traditional’ department they are dealing with.

Of course, bringing marketing, sales, and service functions together at once can be a daunting task. Many businesses prefer to begin with one, and once they see the significant improvements that can be made to the customer’s relationship with the brand, it is logical to explore how the other functions can be integrated.

To begin with, maturity diagnostics are conducted to identify areas in which the greatest value can be realised within the business, and overlaid onto that is information on commercial leakages or opportunities, whether that is an increase in revenue, a reduction in cost, or both.

This process informs which function needs the greatest attention, and identifies opportunities to focus on multiple functions to help achieve the greatest value.

Whichever path is taken, however, the vision is clear.

By offering an integrated, customer-centric experience, upsell and cross-sell opportunities can be realised, informed conversations had, and relevant content and offers served up – delivering a seamless, meaningful, and personal experience.

Global media company leaves legacy sales operation behind

Despite the transition to a new sales operating model that combined previously separated divisions, a global media company experienced new sources of complexity in its sales operations. Multiple CRMs that were aligned to legacy ways of working remained in place, making collaboration on cross-selling and up-selling opportunities more difficult.

The client turned to the Powered Enterprise team at KPMG in the UK to evaluate their strategy, sales processes, operating model, and technology, and to identify the dependencies and enablers that would be required to fully transform the sales function.

After assessing multiple options for the target solution design, a single, consolidated CRM architecture was defined that is consistent across multiple sales teams. It supports the client’s strategic objectives to deliver the best solution for their current operations while also achieving their longer-term ambition to increase revenue opportunities across all of the business divisions.

The outcomes

- Leadership alignment on the vision and strategy for transforming the sales function
- A cohesive strategy that combines business objectives with appropriate technology enablers
- Definition of a single, coordinated CRM target architecture
- A clear set of requirements and detailed implementation plan for the quick transition to an integrated Salesforce platform

Key takeaways

- 1. Sales, marketing, and service **cannot operate as silos any longer.**
- 2. **Customers expect consistent, high-quality experiences**, regardless of which function they are dealing with.
- 3. Many businesses recognise the importance of a chief customer officer role to **lead the previously standalone marketing, sales and service functions.**
- 4. A single source of truth – **accessible by every function** – is needed for each customer.
- 5. Once the way of working is established, **technology is critically important to facilitate and inform decision-making.**
- 6. Robust and senior governance is required **to help ensure cross-functional groups work effectively.**

Within Powered Enterprise | Marketing, Sales and Service, how customers interact with a business can be defined across three areas:

- **Target to lead:** Encompasses everything from brand recognition and communicating your key value propositions to attracting new customers and turning them into qualified leads.
- **Prospect to enquire:** The ‘sales’ element of the journey, enabling meaningful conversations with potential customers, qualifying and proposing the right approaches, services, and products, and then converting them into customers.
- **Sustain to retain:** Covers how you look after your customers through customer service and provide a consistent experience at every point of contact to help turn them into loyal, repeat customers – even brand advocates.

Contact us



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