



Ready for a new angle on customer experience?

As the convergence of the front office accelerates, organizations need to 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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Today's contemporary customer brings needs that demand a sustained commitment to digital transformation, with customer-centricity and connectivity at the heart of the organization.

This convergence of the front office continues to accelerate, and there's no going back.

Customer expectations grow as data-driven analysis creates extraordinary possibilities for personalization, customization and sophisticated post-purchase follow-through. 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.

"Due to COVID-19, expectations have changed overnight, and businesses that have been unable to provide an integrated online experience have found themselves in serious trouble," says Alp Kabatepe, Associate Partner at KPMG in the UK.

Further, recent global events have accelerated this transformation, giving many leaders the final impetus to throw the previous rules of engagement out of the window; in other words, this new, customer-centric way of operating has become a must, not a maybe – a reckoning identified by Julio Hernandez

Global Lead, Customer Center of Excellence at KPMG International: "With new technologies and rapidly changing customer behaviors 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"

And so, in response, 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.

Businesses are moving, though not all at the same pace, to address the customer evolution. Customer-centric leaders are driving interaction and cohesiveness to their primary 'front office' functions, as they seek to streamline the engagement journey. This may place stress on the old ways of working and the interactions between customers, business functions and the digital ecosystem, but with customers flocking to digital channels, organizations must nonetheless deliver a stellar experience, or lose their customer. These forces have changed how businesses need to interact with their customers.



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Julio Hernandez

Global Lead, Customer Center of Excellence at KPMG International

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 what's gone before. And rightly so. Their expectations are not unrealistic. The challenge is how to continuously meet their needs.

In essence, as Jeffery Mango, Managing Director, Advisory Customer Solutions at KPMG in the US explains, "Customers expect companies to understand their needs and history at every moment. Orchestrating the front office delivery is now a core capability"

While organizations 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 need to 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.

As Hernandez explains, "At its heart customer experience should be simple, treat customers well and ensure they feel valued so that new customers come and stay, and current customers keep coming back.

The reality is to make it easy for customers and prospects can be hard work for the enterprise to execute."

Hernandez adds, "These organizations have had to give due consideration to their culture, and whether it will accelerate or inhibit their strategy."

But while marketing, sales, and service have their own responsibilities and change can be confronting, the customer single view is crucial. And 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.

"Organizations need to bring together a compelling customer value proposition, and make sure they're delivering the right experience," says Oliver Haywood, Director of Customer and Digital at KPMG in the UK.

"That means businesses need to 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 is the blueprint that can 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, 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 – ultimately increasing revenue and decreasing costs, while delivering that memorable experience that customers expect.



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Jeffery Mango

Managing Director, Advisory Customer Solutions at KPMG in the US

Turning obstacles into opportunities

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





In practice, it's often more difficult, due to the siloed systems, processes, structure, and technological infrastructure currently in place.

It's not unusual to find different departments independently sourcing and implementing their own systems, resulting in fragmented silos of information across the businesses. For example, the platforms used for marketing don't integrate with the sales database or customer service teams have no access to past purchases.

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

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

So, businesses need to overcome their organizational challenges and create a single source of truth about the customer; in knowing and understanding each unique customer, they can deliver the most valuable content, support, interaction, or handling tailored to that customer at any given time. Personalization is

the door, and the key, to first-class experiences and loyal customers.

This transformation may be daunting, but the answer lies in orchestrating customer experience across the business. This means bringing together those fragmented siloes of information, aligning your strategy around the customer, and breaking down unnecessary complexity. Implementing technology that learns, understands and coordinates customer data and journeys is pivotal to this change, as is bringing new skills to your workforce.

This orchestration of the customer experience might require a total reset, or just a move to make the most of existing opportunities. But however it looks, combining software solutions, data, and metrics, with customer-obsessed domain experts and new, customer-centric processes will bring rationalized and centralized customer insights across the business. The benefits are clear: the organization can gain a significant advantage as it delivers the unrivaled experience customers have come to expect.

The marketing, sales and service revolution

To orchestrate the experience for customers, marketing, sales and service must work together, to a common goal.





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

If the customer revolution is to be addressed and embraced inside the business, it's crucial 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 need to completely rethink and rebuild the way the three departments interact and operate. This is important, not just for now, but for the future, according to Lisa Bora, Partner - Marketing & Sales Transformation Lead at KPMG Australia.

"Being future fit across your marketing, sales and service offering is critical to any business. These disciplines are the growth engine of any brand or organization, and ensuring you are leveraging leading practice across service delivery, processes, people and technology is critical. It will ensure a strong data and insight rich focus on your customers and enable efficiencies and high return led investments"

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

Central to orchestrating the customer experience with 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 behavior and interests of an individual before they even engage directly, it can deliver relevancy 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 Haywood. "This keeps prospects engaged."

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 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 manage performance," says Haywood.

Once the customer has been identified, processes defined in the KPMG Target Operating Model come into play – running campaigns and engaging customers through outbound and inbound strategies to nurture an ongoing relationship.

The challenge, of course, is to do this at scale in a deeply personalized 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.



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Lisa Bora

Partner - Marketing & Sales
Transformation Lead at KPMG
Australia

The importance of contact strategy

By building a deeper picture of individual prospects, sales teams then 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 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. Here, as in B2C, orchestrating the customer experience throughout the business can reap dividends for both businesses and their customers.

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 Haywood.

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 are able to deliver a customer-focused service environment that makes the customer feel that the organization is being attentive to their specific need and their specific context.

Within that self-service environment, the orchestration of 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, deepening and maximizing the customer relationship.



Organizations need to bring consumer marketing strategies into the B2B environment. ”

Oliver Haywood

Director of Customer and Digital at KPMG in the UK

Creating an integrated, customer-centric experience

Optimizing marketing, sales, and service needs to be a fluid process. And when working in this cross-functional way, good governance becomes 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 organization 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 every aspect of 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 realized 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 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 realized, 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 Salesforce 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 recognize 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 ensure cross-function 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 solutions, 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 turn them into loyal, repeat customers – even brand advocates.

Discover more

How Powered can help:

- 🔗 **A new vantage point**
- 🔗 **KPMG Powered Enterprise**
- 🔗 **KPMG Target Operating Model**

Insights from KPMG:

- 🔗 **Shaping the future**
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