

Strategic BtoB Marketing Evolving from Perspective of Total Optimization

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With the progress of digitalization, digital contact points are gaining importance in the purchasing decision-making process, and an increasing number of BtoB companies are working on digital marketing. However, few companies share target customers and the purpose of marketing beyond organizational borders and take comprehensive marketing measures to produce results. Consequently, many companies see their measures end up as specific cases of optimization and struggle to link their sales and marketing departments. For these companies, Fujitsu provides FUJITSU Intelligent Data Service Marketo (hereafter, Marketo), a cloud-based marketing automation platform that supports consulting to maximize the effect of digital marketing in BtoB, improved loyalty of existing customers (trust in and attachment to companies), and efficient acquisition of new customers. This paper describes consulting to formulate measures effective for BtoB digital marketing and an example of the application of marketing automation by introducing Marketo.

1. Introduction

With the progress of digitalization in recent years, the contact points between companies and customers (consumers) are becoming more diverse and complex, and at BtoB companies, digital contact points are gaining importance in the purchasing decision-making process. A survey found that 90% of customers collect information from websites prior to contacting sales, and that 57% of them narrow down their purchase consideration to two or three companies.¹⁾ This is the situation company salespersons face when meeting for the first time potential customers who have already acquired knowledge using the Internet.

Against this backdrop, according to a survey by Fujitsu Research Institute, 35% of BtoB companies are already working on digital marketing.²⁾ However, only 37% of these companies report having achieved meaningful results, and various companies are at a loss to produce results despite reviewing their online contacts and introducing marketing tools.

For customers facing this kind of difficulty, Fujitsu provides a cloud-based marketing automation (MA) platform, FUJITSU Intelligent Data Service Marketo (hereafter, Marketo), that maximizes the effects of digital marketing

through consulting and MA. Marketo integrates data such as customer attribute information, website access history, and purchase history, thereby allowing the implementation of measures in accordance with the purchase stage (detailed customer status such as anonymous or known) and customer behavior.

This paper first discusses BtoB companies' marketing (hereafter, BtoB marketing) challenges and describes Fujitsu's initiatives in this regard. Next, it outlines Marketo, introduces an example of its application, and lastly discusses future prospects.

2. BtoB marketing challenges

This section describes three BtoB marketing challenges.

1) Establishing the purpose of digital marketing and the overall process

In conducting digital marketing, companies need to clearly define who their target customers are and the purpose of marketing activities, and share this information with all concerned parties. Then they must design comprehensive measures that include customer acquisition, activities for converting potential customers into actual customers of their company (hereafter,

nurturing), and funneling leads to sales and actual contracts.

However, at many companies, the introduction of marketing tools is not accompanied by the formulation of comprehensive marketing measures and processes, resulting in partial optimization that achieves only limited effects.

2) Cooperation between sales and marketing departments

Digital marketing by BtoB companies (hereafter, BtoB digital marketing) consists in the marketing department's use of websites, e-mails, and other means to acquire new prospective customers and turn them into loyal customers, and activities by the sales department to get these customers to purchase products. For this reason, cooperation between the marketing department and the sales department is essential, but in many cases such cooperation is difficult to achieve.

One of the reasons is the gap between the prospective customers acquired by the marketing department and the prospective customers desired by the sales department. Another reason is the lack of timely sharing of the status of sales activities with respect to acquired potential customers.

To solve these issues, first, the sales department and the marketing department must work together to clearly define target customers and set common key performance indicators (KPIs) such as sales targets, number of acquired customers, and number of prospective customers. Next, the sales department and the marketing department must share information and communicate in a timely manner.

3) Understanding of one's customers and clarification of return on investment of marketing activities

In BtoB marketing, customers' purchasing behavior processes tend to grow more complex over time owing to the progression toward products of higher value and complexity. Consequently, multiple parties, including decision makers, purchasers, users, and advisers collect information from various points of contact with companies, and decisions on product selection are made based on their respective criteria. Further, companies need to integrate online and offline customer data to understand customers, and they also need to understand the relationships and activities of the various parties involved. In addition, companies must communicate with customers according to the purchase

stage and segment.

On the other hand, inability to grasp customer behavior results in primitive communication that does not rise above the level of one-sided information dissemination. The inability to understand the behavior of customers prevents measurement of the effect of marketing measures and makes it difficult to clarify the return on investment (ROI). This in turn impedes the growth of BtoB marketing activities in companies.

The successful achievement of strategic BtoB marketing that is comprehensively optimized requires solving of the three above-mentioned issues.

3. Fujitsu's digital marketing approach

To solve the aforementioned issues, Fujitsu offers support for effective BtoB digital marketing and measure implementation.

Fujitsu has created CXC³ (pronounced "CXC Cube"), a consulting framework for BtoB marketing (see "Fujitsu's Digital Marketing Method Realized with Customer Experience-Oriented Concept" in this issue). Based on the know-how and experience gained by Fujitsu through in-house implementation, the CXC³ framework is further divided into the BtoB digital marketing planning framework and the MA Implementation Framework. Along with allowing companies to strategically incorporate digital marketing into their business through the use of these frameworks, we work to support the evolution of companies' strategic BtoB marketing activities from the perspective of total optimization.

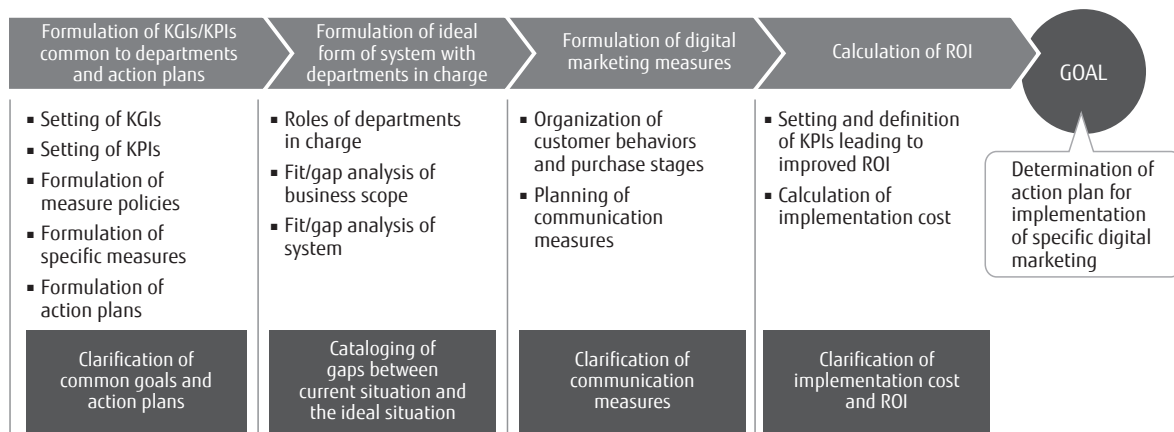
The BtoB Digital Marketing Planning Framework and the MA Implementation Framework are described in detail below.

3.1 BtoB Digital Marketing Planning Framework

This section introduces the specific contents of the BtoB Digital Marketing Planning Framework systematizing consulting activities for the formulation and implementation of BtoB digital marketing activities (Figure 1) and its expected effects.

1) Formulation of common KGIs/KPIs and action plan

The sales department and marketing department set sales targets as common key goal indicators (KGIs) and intermediate indicators as common KPIs. Furthermore, they formulate specific measures and action plans for achieving the KPIs. This ensures a



Fit/gap: During system introduction, compare the system to be realized with the current system, and identify which functions are missing that should be provided and other issues to be sorted out.

Figure 1
BtoB Digital Marketing Planning Framework.

common understanding of the goals that both departments should achieve in common and the direction of specific actions for doing so.

2) Formulation of ideal form of system with departments in charge

The roles of the departments in charge and the systems through which existing digital marketing measures are executed are visualized for each stage. This makes it possible to identify the operations and systems that are bottlenecks in inter-departmental collaboration.

3) Formulation of digital marketing measures

By creating a customer journey map that visualizes the customer up to the purchase, the motivations of customers regarding each sequence of actions and each point of contact for the product or service under consideration can be identified and points of improvements can be extracted. Communication measures for implementation by MA are then formulated. In the absence of a customer journey map, customer statuses recognized by the company, such as anonymous, known, negotiating, and closed, can be set, and by extracting complaints of customers of each status, a result similar to that of a customer journey map can be obtained.

4) Calculation of ROI

By working back from the budget, KPIs (number of orders received, number of negotiations, number of prospective customers, number of unique users, and so

on) can be set and defined for each customer status. This allows calculation and visualization of the ROI as well as clarification of the measures required to achieving the target ROI.

3.2 MA Implementation Framework

MA is a tool for the execution of digital marketing measures designed for each customer. This section introduces the specific content of the MA implementation framework systematizing consulting for the introduction and promotion of MA (Figure 2) and its expected effects.

1) Formulation of purchase stages and customer scenarios

In formulating the purchase stages, it is necessary to define what kinds of actions a customer must take to progress along the various purchase stages, and what kinds of actions make a customer a prospective customer for the company.

In formulating customer scenarios, one identifies measure proposals based on items such as changes in customers' feelings and minds, the intent of specific measures, and so on. Then, each measure is evaluated from the viewpoint of ease of realization, target parameters, expected effect, and so on, and the priority order of implementation, the measures to be implemented in the initial stage, and so on, are selected.

2) Formulation of data linking method

In this process, the ideal configuration of the

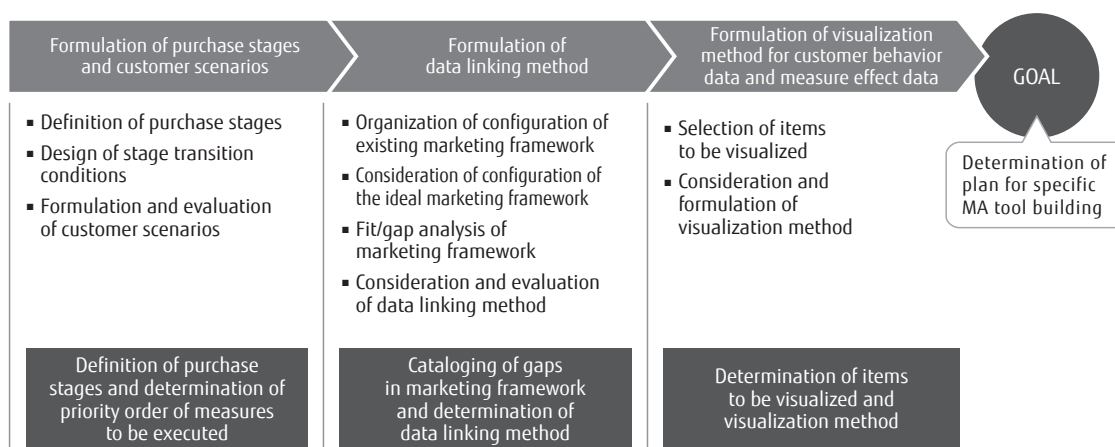


Figure 2
MA Implementation Framework.

digital marketing framework is considered. By examining strengths and weaknesses compared with the existing framework configuration (fit/gap analysis), systems and data linkage flows that become required as the result of additional development are identified. Next, the feasibility and cost of the proposed data linkage method and the time required for its implementation are evaluated and the method to be adopted is decided.

3) Formulation of visualization method

Among the items to be visualized, such as the KPIs set and defined in the BtoB digital marketing planning framework and customer behaviors, methods are examined and formulated to allow effective visualization, especially for high-priority items.

3.3 Expected effects of framework application

As described above, the effects of marketing measures are visualized through the application of two frameworks. This allows the sales department and the marketing department to share the effects of measures in a timely manner, and through two-way communication, to smoothly transition to concrete examination of the measures to be implemented next and actual action.

4. Overview of Marketo

Fujitsu offers Marketo, a cloud-based MA platform that supports companies' efforts to improve the loyalty

of existing customers and the efficient acquisition of new customers. Marketo is an MA tool that has a wealth of functions necessary for companies and customers to build medium- and long-term relationships, by automatically executing one-to-one communication personalized for each customer. **Figure 3** shows the overall image of Marketo.

Marketo consists of the following three functions.

1) Accumulation and visualization of customer behavior data

Marketo can capture and accumulate all the online behavior of each customer by embedding a unique tracking code on a website. Further, it makes it possible to grasp customer behavior in the purchase process (e.g., anonymous customer → perceived customer → potential customer → promising customer → business negotiation → contract, etc.) by utilizing a feature called Customer Lifecycle Modeler, which visualizes customer behavior.

2) Evaluation of potential customers

Determining which customers are loyal customers, an evaluation system for determining the likelihood of closing is needed. With Marketo's scoring feature, customers can be given a preset score based on their behavior in various channels (e-mails, websites, and so on).

3) Automation of measure implementation

To ensure timely response according to the purchase stage and segment, a mechanism to automatically deliver specific e-mails to customers whose

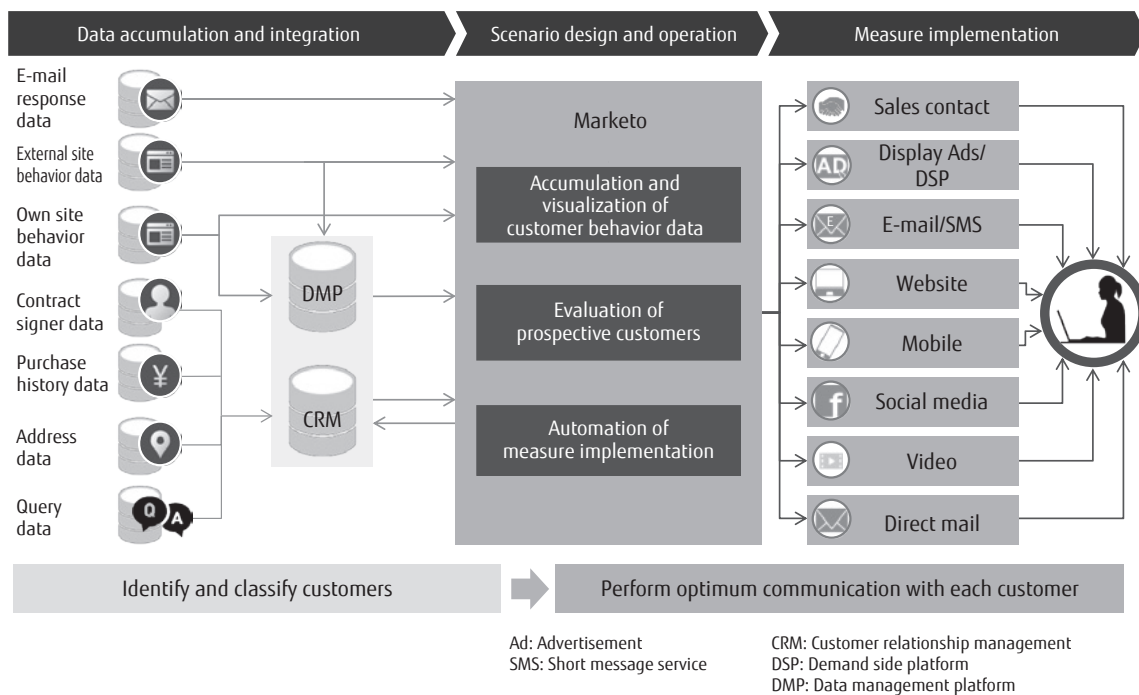


Figure 3 Overall image of Marketo.

score has reached a certain value or customers who have taken a specific action is needed. Marketo makes it possible to automate customer nurturing according to the behavior of each customer by setting in advance specific content and delivery timings according to the purchase stage.

As mentioned above, by using Marketo, it is possible to visualize the behavior and status of each customer and to grasp their interests. As a result, timely one-to-one communication is possible.

5. Marketo application example

This section introduces a typical customer case using Marketo.

5.1 Challenge

Company A, a BtoB company that builds and sells software, acquired potential customers by holding off-line events and seminars organized by its marketing department and business department, and through online publishing of various kinds of digital content such as product introduction materials and introduction case studies, on its website.

However, even though the acquired customer

information would be handed over to the sales department, the sales department could not determine which of the leads were especially promising prospective customers, and as a result it was unable to adequately follow up on prospective customers, with resulting opportunity loss. As a result, conflict arose between the departments.

Moreover, the attribute data of prospective customers and their behaviors at digital contact points were managed across multiple individual systems. For this reason, it was not possible to consistently visualize purchasing behavior data from the acquisition of prospective customers to the occurrence of business negotiations and orders.

5.2 Fujitsu's approach to this challenge

To solve the issues described in the preceding section, Fujitsu supported implementation of the following measures.

- 1) Setting common KPIs by visualizing the customer's purchasing process

Fujitsu used the BtoB digital marketing planning framework to first delineate the customer's purchase process ranging from prospective customer acquisition

to business negotiations and orders. Next, we took an inventory of the business processes of Company A, the departments in charge, and the business systems involved in the purchase process. As a result, we were able to organize common KPIs from the acquisition of prospective customers to customer nurturing, evaluation, and closing of business negotiations, and we clarified the division of roles between the marketing department and the sales department.

Further, the requirements of the marketing platform for the automatic execution of marketing measures according to the customer's purchase process were also organized. Specifically, because products and services differ by business unit, it became clear that being able to set multiple scoring rules suitable for different products and services, and seamless integration with existing customer relationship management (CRM) systems were required.

2) Building websites that contribute to earnings

Company A operated a number of websites including a blog site, product site, and corporate site, but it was not clear how much each contributed to earnings.

Therefore, using the Marketo form function, we added functionality on the websites to acquire personal information such as the names and e-mail addresses of prospective customers. Further we positioned the blog site as having the role of raising customers' awareness about Company A's products and services, and the product site as having the role of making the company's products and services known in depth. We also changed the specifications to allow the reallocation of content according to the desire for information of prospective customers on each website.

Through these measures, it became possible to comprehensively manage from which sites new prospective customers flow in. In addition, we were able to establish a mechanism to foster prospective customers using websites by automatically guiding them to websites and content according to the current stage of consideration of each prospective customer.

Through all the above, the percentage of business negotiations with prospective customers taken over by sales improved from 15% to 50%, a feat that was achieved by automating the acquisition and fostering of prospective customers and setting common KPIs across the marketing and sales departments. Moreover, business negotiations generated from

prospective customers who browsed the company's website increased by 120% in three months, clearly attesting to the major effect that was achieved.

6. Future outlook and directions

This section describes the future outlook and directions of BtoB digital marketing.

A challenge for many BtoB businesses that have introduced MA is the optimization of scoring rules. Currently, the analysis of the customer attributes and behavior data accumulated in the MA tool and the regular review of scoring rules are performed manually. Going forward, the application of AI to the optimization of scoring rules is expected.

At present, the Big Data Analysis Platform Marketing AI Container³⁾ offered by Fujitsu provides all the functions needed to utilize advanced analysis logic in a one-stop setting (see "AI for Matching Company-Owned Content with Consumer Needs" in this issue). By combining this platform with Marketo, it will be possible to execute more effective digital marketing by analyzing customer behavior that has led to product purchases and contracts, and dynamically adjusting the scoring rules accordingly. Fujitsu is currently implementing this approach in house, and in the future, we will offer solutions combining Marketo and Marketing AI Container that support the entire digital marketing operations of companies.

7. Conclusion

This paper described current issues of BtoB companies whose digital marketing operations are not designed to operate cross-organizationally, and introduced Fujitsu's BtoB digital marketing consulting solution and a case study of the use of Marketo to overcome such issues.

Fujitsu is one of only a few companies that, in addition to introducing digital marketing tools, can provide one-stop solutions that cover from planning of measures to their implementation and operation support. Fujitsu will continue to closely support customers as a partner that leads them to business success through the application of new technologies such as AI.

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