

Latest information regarding the
B2E Customer and Brand
Proposition Transformation
Service Offering



CUSTOMER AND BRAND PROPOSITION TRANSFORMATION

Putting the Customer first.

Lead Principal: Jonathan Spence

CUSTOMER AND BRAND PROPOSITION TRANSFORMATION OVERVIEW

Customer and Brand Proposition development and delivery is at the heart of business performance.

B2E Consulting has a wealth of expertise across a wide range of sectors and companies, leading and supporting change projects and transformational programmes, including many digital initiatives.

Our consultants have experience in both B2C and B2B, with expertise covering the full range of tools, from customer insight to innovation to proposition development to go to market planning and execution to customer experience.



TYPICAL CHALLENGES

Smart businesses think about how to become more customer focused to help create top line growth.

For many businesses the first challenge is the recognition that they are not as customer oriented throughout the organisation as they believed. For example, World Duty Free was convinced that it had got its customer value proposition right, until our analysis demonstrated otherwise.

Where does a business start? The answer lies with the basics. Manchester Airports Group had been struggling to define its customer experience strategy until our team analysed ten years of largely unused customer satisfaction survey data, which highlighted the same four basic poorly performing areas over each of the ten years.

Whilst slow top line growth might be self-evident in the performance figures, it is important to understand the drivers of the poor performance. These may include:

- a mature market
- limited success with new products and services
- failure to spot and respond to a new trend or initiative

An example is Hyundai, where we gained a significant first mover advantage by launching the first UK free extended warranty with all new cars.

All businesses need to be certain that they have a proposition that offers sustainable growth, which often means challenging orthodoxy. For example, Gillette have been lauded over the years for its approach to product innovation and the continued dominance of the sector. Yet Gillette has not been innovative in its distribution development, which has enabled "direct to consumer" businesses, such as Harry's, to build a solid and growing franchise. Critical to creating growth strategies is the ability to combine a deep understanding of markets, customers and the brand coupled with a vision of where the business could/should operate in the future.

Digital is an essential part of both becoming more customer focused and creating a platform for growth. It is critical when considering a digital transformation that both the customer and brand are central to the approach and result. Digital should also be recognised as one of various channels available for customers, necessitating that an integrated omni-channel approach is adopted - as many retailers have embraced. Part of the challenge here for companies is clarifying the roles of digital and other channels, plus their interaction.

UNIQUE SOLUTIONS

B2E's approach to helping with these challenges is summarised in the following 5 steps:

STEP 1

Objective:

Confirm the brief and agree the project proposal

Activities:

Undertake key stakeholder interviews and review key data

STEP 2

Objective:

Understand the current situation

Activities:

Analyse the business, market and competition (internal interviews, existing and new insight)

STEP 3

Objective:

Develop views to stretch the thinking

Activities:

Draw upon the experience of the team to find ideas from other markets that can be applied

STEP 4

Objective:

Create a range of development options

Activities:

Scope possible solutions and test them with customers, followed by stakeholder workshops to enhance thinking and identify the best solution

STEP 5

Objective:

Scope the solution

Activities:

Work with stakeholders to detail and deliver the selected solution



Jonathan Spence is the B2E Consulting Principal leading the Customer and Brand Proposition offering. He has 35 years of experience on both the client side and as a consultant, across a wide range of sectors, from consumer products to

retail/e-commerce to automotive to information services to travel and transportation.

Jonathan brings together rigorous analysis with fresh ideas to create sustainable and compelling growth strategies with the customer very much at the heart of things.

He provides objective insights and solutions with a hands-on approach and pragmatism. He brings pace, structure and governance with the organisational development to ensure a lasting legacy.

Service Offerings at B2E Consulting are supported by our community of over 20,000 high calibre, expert consultants, many with Customer and Brand Proposition experience.

Our scale means that we are able to build teams of genuine experts, usually with more than 10 years relevant experience, to help support client initiatives and ensure we fully understand the client's goals, content and context. We partner closely with the client to deliver quality solutions and value for money.

Why B2E?

1. Immediate access to quality consultants at significantly lower cost
2. Specialist delivery through a consulting community of >20,000 experts
3. We understand transformation - our B2E team share >200 years top tier consultancy experience

a “gig economy” consulting company with access to over 20,000 'high calibre' management consultants offering “full service” to interim consulting

The majority of our B2E Community have come from the top 10 global consultancy firms

Trusted by...



>50%

B2E Community has 'Financial Services' experience. (>10,000 Consultants)

Since 2002, our Consultants have worked on ~700 business transformation assignments across a range of areas, technologies and business challenges