
May 22, 2024
Today’s speakers

Heidi Hough
VP of Dealer Enablement, Global Agriculture
Valmont Industries

Randy Higgins
Chief Strategy Officer
Shift7, A Merkle Company
We'd love to hear from you!

Complete the Session Survey in the Mobile App under "My Surveys"
Our Perspective
OUR PERSPECTIVE

Extensive Research Shows Changing B2B Buyer Expectations
82% of business buyers want the same experience as when they’re buying for themselves.

57% of customers have stopped buying from a company because a competitor provided a better experience.

“State of the Connected Customer” Salesforce Research

82% of B2B buyers say they’ve used Amazon to make a purchase for work.

Forrester / IR B2B Buy-Side Survey
We See This Trend Across Verticals

<table>
<thead>
<tr>
<th></th>
<th>Retail &amp; CPG</th>
<th>Tech &amp; Telecom</th>
<th>Media &amp; Entertainment</th>
<th>Travel &amp; Hospitality</th>
<th>Auto &amp; Mfg.</th>
<th>FinServ &amp; Insurance</th>
<th>Healthcare</th>
<th>Non-profit</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>RESEARCHING</strong></td>
<td>More Human (+6%)</td>
<td>More Digital (+16%)</td>
<td>More Digital (+21%)</td>
<td>Equal Split (+/-5%)</td>
<td>More Digital (+11%)</td>
<td>More Digital (+7%)</td>
<td>More Human (+19%)</td>
<td>Equal Split (+/-5%)</td>
</tr>
<tr>
<td><strong>EVALUATING / SELECTING</strong></td>
<td>More Human (+13%)</td>
<td>More Digital (+20%)</td>
<td>More Digital (+12%)</td>
<td>Equal Split (+/-5%)</td>
<td>Equal Split (+/-5%)</td>
<td>More Human (+21%)</td>
<td>Equal Split (+/-5%)</td>
<td>More Human (+19%)</td>
</tr>
<tr>
<td><strong>PURCHASING</strong></td>
<td>More Human (+21%)</td>
<td>Equal Split (+/-5%)</td>
<td>Equal Split (+/-5%)</td>
<td>More Human (+17%)</td>
<td>More Human (+20%)</td>
<td>Equal Split (+/-5%)</td>
<td>More Human (+27%)</td>
<td>More Human (+13%)</td>
</tr>
<tr>
<td><strong>PAYING</strong></td>
<td>More Human (+7%)</td>
<td>More Digital (+30%)</td>
<td>More Digital (+31%)</td>
<td>More Digital (+8%)</td>
<td>More Digital (+11%)</td>
<td>More Digital (+28%)</td>
<td>Equal Split (+/-5%)</td>
<td>More Digital (+10%)</td>
</tr>
<tr>
<td><strong>REQUESTING SUPPORT</strong></td>
<td>More Human (+42%)</td>
<td>More Human (+34%)</td>
<td>More Human (+32%)</td>
<td>More Human (+44%)</td>
<td>More Human (+21%)</td>
<td>More Human (+38%)</td>
<td>More Human (+48%)</td>
<td>More Human (+42%)</td>
</tr>
</tbody>
</table>

- Human Experiences Strongly Preferred (+20% or more)
- Digital Experiences Strongly Preferred (+20% or more)

Base: 2,100 Consumers
Q20: Now, when interacting with [CATEGORY] in the future, what kind of experience would you most prefer when you are engaging in each of the activities below?
What does this mean?

Today
manual process

“High-touch” customers during business hours

Unqualified Leads

Manual Quotes, Communication, All Phone & Email

Order (re-order) Management requires help from the sales team

No real-time visibility into shipments & inventory

High volume of low-value add activity

People intensive. Growing the business means hiring more people.

Transformation Driven by need for:

Self-Service

Reporting & Analytics

Customer Experience

Sales Team Enablement

Profitable Scale

Global Scalability

Your Future
customer self-service

24/7 online buyers portal

Self registration & provisioning

Opportunity qualification & automation

Online RFQ submit & approval

Order status, tracking, & re-order management

Product discovery, availability, suggested selling, upselling, cross-selling

Online account management, invoices, statements & payments

Online content and customer service access

Efficiently expand to additional customers, markets and more!!

a dentsu company
The Challenge

How to meet these evolving expectations
OUR PERSPECTIVE

B2B is different...

Here’s why

COMPLEX BUYERS
- Buying Workflows
- Approvals
- Purchasing Budgets
- Allocations
- Credit Terms

COMPLEX PRODUCTS
- Bundles / Kits
- Assemblies
- Parts & Fitment
- Manufacture-to-Order
- Guided Selling

COMPLEX PRICING
- Tiered Pricing
- MAP Pricing
- Contract Pricing
- Volume Break Pricing
- Stackable Promotions

COMPLEX ORDERS
- Sales Agreements
- Rebate Thresholds
- Split Shipments
- Reorder / Replenishment

COMPLEX FULFILLMENT
- Multi-Warehouse
- LTL / FTL Freight
- Commercial Carriers
- Dispatch & Routing
- ATP

COMPLEX COMPLIANCE
- Tax Compliance
- Spec Documents
- Hazardous Materials
- Export Restrictions
SHIFT7 ACCELERATES SALESFORCE VALUE ACROSS KEY DISCIPLINES

<table>
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<th>Buyer Portals (Commerce)</th>
<th>CPQ</th>
</tr>
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<tbody>
<tr>
<td>Marketing Cloud</td>
<td>Service, Sales &amp; Connected Care</td>
</tr>
<tr>
<td>Manufacturing</td>
<td>Insights &amp; Analytics</td>
</tr>
</tbody>
</table>

Customer 360
How does this work in real-life?
How an 80-year-old manufacturing brand creates customer centricity
Valmont Industries

For nearly 80 years, Valmont has been a global leader in creating vital infrastructure and advancing agricultural productivity. Today, we remain committed to doing more with less by innovating through technology.

$4.2B
Annual Sales (2023)

#1
Leader in agricultural irrigation systems with center pivot technology.

+11K
Global Employees
Commercial Digital Transformation (CDT) Vision

To become a leading and innovative agriculture enablement partner by embracing digital transformation, thereby enhancing the efficiency, sustainability, and value Valley provides to our Dealer partners.
Dealer Digital Capabilities – High Five Goals

- Dealer-centric (VOD)
- Integrated Online Platform
- Digital Infrastructure
- Dealer Enablement and Training
- Operational Efficiency
How does a customer-centric model make a difference?
Mapping the Journey

- Identifying Parts
- Finalizing an Order
- Tracking Orders
- Reporting + ERP
- Freight & Inventory
- Pricing & Cost Visibility
- Warranty & Insurance
- Mobile vs Desktop
PERSONAS ARE NOT DEMOGRAPHICS

Be careful relying on things like:

- Age
- Gender
- Skin-color
- Household Income
- Marital Status

King

Prince Charles
- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous

Ozzy Osbourne
- Male
- Born in 1948
- Raised in the UK
- Married twice
- Lives in a castle
- Wealthy & famous

*Persons shouldn't be about demographics. Personas should be about the problems & challenges people face.*
What does it mean to be customer-centric in your space?
How does the customer play a role in digital transformation?
What role does data play in digital transformation?
What can we learn from DTC commerce?
How are you leveraging Salesforce on the journey?
How are you leveraging Generative AI?
Where do you see resistance to digital transformation?
What role does user experience play in digital transformation?
How do you make sure you have the right customer feedback to drive innovation?
We'd love to hear from you!

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Thank you