# B2B benchmarking: consumer electronics retailer example

Study

# Management Summary

» In consumer electronics retail the **B2B market is hardly developed** – Many retailers do not offer a systematic program for business customers

» The **race to claim the first-mover advantage has already begun** – Aside from traditional retailers, online pure players and manufacturers play an important role

» Providers of good B2B programs **make use of the opportunities of digitization** to transfer B2C standards such as a broad offering or pricing transparency to B2B

» To better utilize the B2B potential, so far inactive retailers need to create **service and customer oriented B2B programs**, while manufacturers can use existing **platforms**

» Successful consumer electronics B2B approaches rely on six **key characteristics**: Smooth customer journey, comprehensive offering, network with partners, B2B organization & marketing, lock-in effect

# Multiple consumer electronics retailers in German-speaking Europe either do not have a B2B program or it is weakly developed



| Retailer's B2B program covers criterion | Retailer's B2B program does not cover criterion | 1) MC ≙ Multi-channel retailers, ON ≙ Online retailers, IR ≙ International retailers |

# Our consumer electronics B2B benchmark study was conducted in four steps

## Consumer electronics B2B benchmarking procedure

**Step**

**1** **Selection of relevant retailers**

**2** **Determination of criteria**

**3** **Capturing of B2B business models**

**4** **Recommendations for retailers**

**Process**

> Selection of consumer electronics retailers based on revenue and B2B activity
> Focus on German-speaking Europe's multi-channel retailers, plus pure online and international retailers

> Selection of relevant characteristics of B2B business models
> Test of application and clustering in high-level categories

> Desk research on B2B presence per retailer, some of which we contacted as a potential customer
> Detailing of selected highlights per retailer

> Formulation of initial recommendations for B2B best practices
> Conclusion on key success factors of B2B retail approaches

**Result**

| Set of screened retailers | Criteria list for benchmarking | Systematically captured B2B business models | Success factors & fields of action for retailers |

# 21 consumer electronics retailers with a B2B program were the focus of our benchmarking – thereof 17 from the DACH region

## Consumer electronics retailers considered in B2B benchmarking

**Highest selling consumer electronics retailers in German-speaking Europe [EUR bn][1]**

| Germany | | Austria | | Switzerland | |
|---|---|---|---|---|---|
| Retailer 1 | 12.8 ✔ | Retailer 14 | 1.1 | Retailer 22 | 0.9 |
| Retailer 2 | 10.3 ✔ (2x) | Retailer 15 | 0.4 | Retailer 23 | 0.8 ✔ |
| Retailer 3 | 4.6 ✔ | Retailer 16 | 0.3 | Retailer 24 | 0.7 |
| Retailer 4 | 3.5 | Retailer 17 | 0.2 | Retailer 25 | 0.3 |
| Retailer 5 | 3.4 | Retailer 18 | 0.1 ✔ | Retailer 26 | 0.3 ✔ |
| Retailer 6 | 0.9 ✔ | Retailer 19 | <0.1 | Retailer 27 | 0.2 ✔ |
| Retailer 7 | 0.7 ✔ | Retailer 20 | <0.1 ✔ | Retailer 28 | <0.1 ✔ |
| Retailer 8 | 0.4 ✔ | Retailer 21 | <0.1 | Retailer 29 | <0.1 ✔ |
| Retailer 9 | 0.2 ✔ | | | | |
| Retailer 10 | 0.1 ✔ | | | | |
| Retailer 11 | 0.1 | | | | |
| Retailer 12 | 0.1 ✔ | | | | |
| Retailer 13 | <0.1 | | | | |

**Selected international consumer electronics retailers [EUR bn]**

| | |
|---|---|
| Retailer 30 | 54.2 ✔ |
| Retailer 31 | 43.6 ✔ |
| Retailer 32 | 35.9 ✔ |
| Retailer 33 | 14.2 ✔ |

✔ Actively communicated B2B program    1) Revenue excl. VAT

Source: Euromonitor, Statista, EHI Retail Institute, press, Roland Berger

# The responses to 34 criteria are translated into a maximum score of 40 points to indicate how comprehensive the B2B programs are

Overview of criteria & scoring procedure, outline

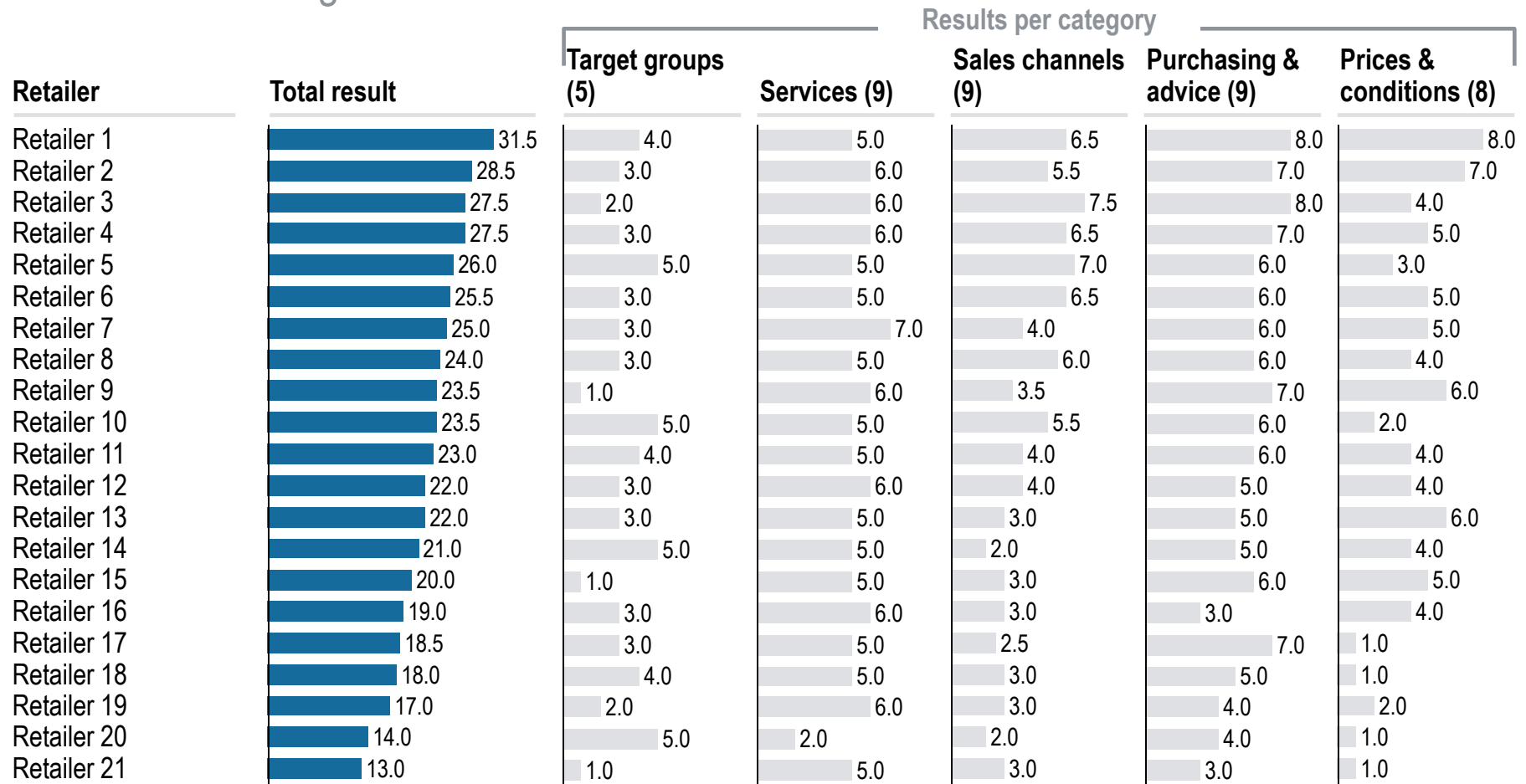| Categories | Criteria | Characteristics | Scoring logic | Max. points score |
|---|---|---|---|---|
| **Target groups** | > Companies<br>> Authorities, public institutions<br>> Schools, universities<br>> Clubs<br>> Other | > Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes/No<br>> Selectable/No | > 1/0<br>> 1/0<br>> 1/0<br>> 1/0<br>> 1/0 | 5 |
| **Services** | > Delivery<br>> Delivery - Speed<br>> Installation, setup, commissioning<br>> Repair<br>> Repair - Execution<br>> Return | > Free/Fee-based<br>> Faster than B2C/Same as B2C<br>> Free/Fee-based/No<br>> Free/Fee-based/No<br>> Internally/External provider<br>> Free/Fee-based/No | > 1/0<br>> 1/0<br>> 2/1/0<br>> 2/1/0<br>> 1/0<br>> 2/1/0 | 9 |
| **Sales channels** | > Service<br>> Key Account Management<br>> Offline business<br>> Events for business customers<br>> B2B portal in online shop<br>> Easy registration process<br>> Multi-channel / channel networking | > Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes (separate of B2C)/Yes (integrated in B2C)<br>> Yes/No<br>> Very strong/Strong/Medium/Low/No | > 1/0<br>> 1/0<br>> 1/0<br>> 1/0<br>> 2/1/0<br>> 1/0<br>> 2/1.5/1/0.5/0 | 9 |
| **Purchasing & advice** | > Telephone, Fax<br>> In store<br>> Online<br>> App<br>> Catalog order, print<br>> Contact person<br>> Business customer hotline<br>> Chat for business customers | > Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes (free)/Yes (fee-based)/No<br>> Yes/No<br>> Yes/No | > 1/0<br>> 1/0<br>> 1/0<br>> 1/0<br>> 1/0<br>> 2/1/0<br>> 1/0<br>> 1/0 | 9 |
| **Prices & conditions** | > Discounts, bonuses<br>> Specific B2B offers<br>> Customer card<br>> Purchase on invoice<br>> Individual credit<br>> Individual payment targets<br>> Leasing, borrowing of products<br>> Extended warranty | > Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes/No<br>> Yes/No | > 1/0<br>> 1/0<br>> 1/0<br>> 1/0<br>> 1/0<br>> 1/0<br>> 1/0<br>> 1/0 | 8 |
| $\Sigma$ | | | | **40** |

# 'Retailer 1' boasts the most comprehensive B2B program in the benchmark study – Marketplaces do not perform well

## B2B benchmarking results

| | | Results per category | | | | |
|---|---|---|---|---|---|---|
| Retailer | Total result | Target groups (5) | Services (9) | Sales channels (9) | Purchasing & advice (9) | Prices & conditions (8) |
| Retailer 1 | 31.5 | 4.0 | 5.0 | 6.5 | 8.0 | 8.0 |
| Retailer 2 | 28.5 | 3.0 | 6.0 | 5.5 | 7.0 | 7.0 |
| Retailer 3 | 27.5 | 2.0 | 6.0 | 7.5 | 8.0 | 4.0 |
| Retailer 4 | 27.5 | 3.0 | 6.0 | 6.5 | 7.0 | 5.0 |
| Retailer 5 | 26.0 | 5.0 | 5.0 | 7.0 | 6.0 | 3.0 |
| Retailer 6 | 25.5 | 3.0 | 5.0 | 6.5 | 6.0 | 5.0 |
| Retailer 7 | 25.0 | 3.0 | 7.0 | 4.0 | 6.0 | 5.0 |
| Retailer 8 | 24.0 | 3.0 | 5.0 | 6.0 | 6.0 | 4.0 |
| Retailer 9 | 23.5 | 1.0 | 6.0 | 3.5 | 7.0 | 6.0 |
| Retailer 10 | 23.5 | 5.0 | 5.0 | 5.5 | 6.0 | 2.0 |
| Retailer 11 | 23.0 | 4.0 | 5.0 | 4.0 | 6.0 | 4.0 |
| Retailer 12 | 22.0 | 3.0 | 6.0 | 4.0 | 5.0 | 4.0 |
| Retailer 13 | 22.0 | 3.0 | 5.0 | 3.0 | 5.0 | 6.0 |
| Retailer 14 | 21.0 | 5.0 | 5.0 | 2.0 | 5.0 | 4.0 |
| Retailer 15 | 20.0 | 1.0 | 5.0 | 3.0 | 6.0 | 5.0 |
| Retailer 16 | 19.0 | 3.0 | 6.0 | 3.0 | 3.0 | 4.0 |
| Retailer 17 | 18.5 | 3.0 | 5.0 | 2.5 | 7.0 | 1.0 |
| Retailer 18 | 18.0 | 4.0 | 5.0 | 3.0 | 5.0 | 1.0 |
| Retailer 19 | 17.0 | 2.0 | 6.0 | 3.0 | 4.0 | 2.0 |
| Retailer 20 | 14.0 | 5.0 | 2.0 | 2.0 | 4.0 | 1.0 |
| Retailer 21 | 13.0 | 1.0 | 5.0 | 3.0 | 3.0 | 1.0 |

(x) shows max. points score per category

# We captured the B2B programs of 21 retailers along the dimensions of our benchmarking catalog comprising 34 criteria

## Detail results benchmarking (1/3)

| | | 1 | 2 | 3 | 4 | 5 | 6 | 7 |
|---|---|---|---|---|---|---|---|---|
| **Target groups** | > Companies | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Authorities, public institutions | > Yes | > Yes | > No | > Yes | > Yes | > Yes | > Yes |
| | > Schools, universities | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Clubs | > No | > No | > No | > No | > Yes | > No | > No |
| | > Other | > Selectable | > No | > No | > No | > Selectable | > No | > No |
| **Services** | > Delivery | > Fee-based | > Free | > Free | > Free | > Free | > Free | > Free |
| | > Delivery - Speed | > Faster than B2C | > Faster than B2C | > Same as B2C | > Faster than B2C | > Same as B2C | > Same as B2C | > Same as B2C |
| | > Installation, setup, commissioning | > Fee-based | > Fee-based | > No | > Fee-based | > Fee-based | > Fee-based | > Fee-based |
| | > Repair | > No | > No | > Fee-based | > No | > No | > No | > Fee-based |
| | > Repair - Execution | > No | > No | > Internally | > No | > No | > No | > Internally |
| | > Return | > Free | > Free | > Free | > Free | > Free | > Free | > Free |
| **Sales channels** | > Service | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Key Account Management | > No | > Yes | > Yes | > Yes | > No | > Yes | > No |
| | > Offline business | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Events for business customers | > No | > No | > No | > No | > No | > No | > No |
| | > B2B portal in online shop | > Yes (separate from B2C) | > Yes (integrated in B2C) | > Yes (separate from B2C) | > Yes (separate from B2C) | > Yes (separate from B2C) | > Yes (separate from B2C) | > Yes (integrated in B2C) |
| | > Easy registration process | > Yes | > Yes | > Yes | > No | > Yes | > No | > No |
| | > Multi-channel / channel networking | > Strong | > Low | > Strong | > Low | > Very strong | > Strong | > Medium |
| **Purchasing & advice** | > Telephone, Fax | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > In store | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Online | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > App | > Yes | > No | > Yes | > No | > No | > No | > No |
| | > Catalog order, print | > Yes | > No | > No | > No | > No | > No | > No |
| | > Contact person | > Yes (free) | > Yes (free) | > Yes (free) | > Yes (free) | > Yes (free) | > Yes (free) | > Yes (free) |
| | > Business customer hotline | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Chat for business customers | > No | > Yes | > Yes | > Yes | > No | > No | > No |
| **Prices & conditions** | > Discounts, bonuses | > Yes | > Yes | > Yes | > Yes | > Yes | > No | > No |
| | > Specific B2B offers | > Yes | > Yes | > No | > No | > No | > No | > Yes |
| | > Customer card | > Yes | > No | > No | > No | > Yes | > Yes | > Yes |
| | > Purchase on invoice | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Individual credit | > Yes | > Yes | > No | > Yes | > No | > Yes | > No |
| | > Individual payment targets | > Yes | > Yes | > No | > Yes | > No | > Yes | > No |
| | > Leasing, borrowing of products | > Yes | > Yes | > Yes | > Yes | > No | > No | > Yes |
| | > Extended warranty | > Yes | > Yes | > Yes | > No | > No | > No | > Yes |
| **Other** | > Other characteristics | > Free professional journal | > Cashback of up to 6% of sales value | > Two leasing options for 24 and 36 months | > Connection with ERP systems possible | > Broad offering, transparent discount conditions | > Flexible invoicing and payment options | > Two leasing options for 24 and 36 months |

# We captured the B2B programs of 21 retailers along the dimensions of our benchmarking catalog comprising 34 criteria

## Detail results benchmarking (2/3)

| | | 8 | 9 | 10 | 11 | 11 | 13 | 14 |
|---|---|---|---|---|---|---|---|---|
| **Target groups** | > Companies | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Authorities, public institutions | > Yes | > No | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Schools, universities | > Yes | > No | > Yes | > Yes | > Yes | > No | > Yes |
| | > Clubs | > No | > No | > Yes | > Yes | > No | > No | > Yes |
| | > Other | > No | > No | > Selectable | > No | > No | > Selectable | > Selectable |
| **Services** | > Delivery | > Free | > Free | > Free | > Free | > Free | > Fee-based | > Free |
| | > Delivery - Speed | > Same as B2C | > Faster than B2C | > Same as B2C | > Same as B2C | > Faster than B2C | > Faster than B2C | > Same as B2C |
| | > Installation, setup, commissioning | > Fee-based | > Fee-based | > Fee-based | > Fee-based | > Fee-based | > Fee-based | > Fee-based |
| | > Repair | > No | > No | > No | > No | > No | > No | > No |
| | > Repair - Execution | > No | > No | > No | > No | > No | > No | > No |
| | > Return | > Free | > Free | > Free | > Free | > Free | > Free | > Free |
| **Sales channels** | > Service | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Key Account Management | > Yes | > No | > Yes | > No | > Yes | > No | > No |
| | > Offline business | > Yes | > Yes | > Yes | > Yes | > Yes | > No | > No |
| | > Events for business customers | > No | > No | > No | > No | > No | > No | > No |
| | > B2B portal in online shop | > Yes (integrated in B2C) | > No | > Yes (integrated in B2C) | > Yes (integrated in B2C) | > No | > Yes (integrated in B2C) | > Yes (integrated in B2C) |
| | > Easy registration process | > Yes | > No | > Yes | > No | > No | > Yes | > No |
| | > Multi-channel / channel networking | > Medium | > Strong | > Low | > Medium | > Medium | > No | > No |
| **Purchasing & advice** | > Telephone, Fax | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > In store | > Yes | > Yes | > Yes | > Yes | > Yes | > No | > No |
| | > Online | > Yes | > Yes | > Yes | > Yes | > No | > Yes | > Yes |
| | > App | > No | > Yes | > No | > No | > No | > No | > No |
| | > Catalog order, print | > No | > No | > No | > No | > No | > No | > No |
| | > Contact person | > Yes (free) | > Yes (free) | > Yes (free) | > Yes (free) | > Yes (free) | > Yes (free) | > Yes (free) |
| | > Business customer hotline | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Chat for business customers | > No | > No | > No | > No | > No | > No | > No |
| **Prices & conditions** | > Discounts, bonuses | > Yes | > Yes | > Yes | > Yes | > No | > Yes | > Yes |
| | > Specific B2B offers | > No | > Yes | > No | > Yes | > Yes | > Yes | > No |
| | > Customer card | > No | > No | > No | > Yes | > No | > No | > No |
| | > Purchase on invoice | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Individual credit | > No | > Yes | > No | > No | > No | > Yes | > No |
| | > Individual payment targets | > Yes | > Yes | > No | > No | > No | > Yes | > Yes |
| | > Leasing, borrowing of products | > Yes | > No | > No | > No | > No | > Yes | > Yes |
| | > Extended warranty | > No | > Yes | > No | > No | > No | > Yes | > No |
| **Other** | > Other characteristics | > Flexible finance options for B2B customers | > Appointment for registration required | > Individual conditions upon request/per order | > Fixed bonus depending on purchasing volume | > Individual payment dates and options | > Extended warranty of 24 months | > Individual purchasing conditions negotiable |

Source: Company websites, press, Roland Berger

# We captured the B2B programs of 21 retailers along the dimensions of our benchmarking catalog comprising 34 criteria

## Detail results benchmarking (3/3)

| | | 15 | 16 | 17 | 18 | 19 | 20 | 21 |
|---|---|---|---|---|---|---|---|---|
| **Target groups** | > Companies | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Authorities, public institutions | > No | > Yes | > Yes | > Yes | > No | > Yes | > No |
| | > Schools, universities | > No | > Yes | > Yes | > Yes | > Yes | > Yes | > No |
| | > Clubs | > No | > No | > No | > No | > No | > Yes | > No |
| | > Other | > No | > No | > No | > Selectable | > No | > Yes | > No |
| **Services** | > Delivery | > Fee-based | > Free | > Free | > Free | > Free | > Fee-based | > Free |
| | > Delivery - Speed | > Same as B2C | > Same as B2C | > Same as B2C | > Same as B2C | > Faster than B2C | > Same as B2C | > Same as B2C |
| | > Installation, setup, commissioning | > Fee-based | > No | > Fee-based | > Fee-based | > Fee-based | > No | > Fee-based |
| | > Repair | > Fee-based | > Fee-based | > No | > No | > No | > No | > No |
| | > Repair - Execution | > External provider | > Internally | > No | > No | > No | > No | > No |
| | > Return | > Free | > Free | > Free | > Free | > Free | > Fee-based | > Free |
| **Sales channels** | > Service | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Key Account Management | > No | > No | > No | > No | > No | > No | > No |
| | > Offline business | > Yes | > Yes | > Yes | > No | > No | > No | > No |
| | > Events for business customers | > No | > No | > No | > No | > No | > No | > No |
| | > B2B portal in online shop | > No | > No | > No | > Yes (integrated in B2C) | > Yes (integrated in B2C) | > Yes (integrated in B2C) | > Yes (integrated in B2C) |
| | > Easy registration process | > No | > No | > No | > Yes | > Yes | > Yes | > Yes |
| | > Multi-channel / channel networking | > Medium | > Medium | > Low | > No | > No | > No | > No |
| **Purchasing & advice** | > Telephone, Fax | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > In store | > Yes | > Yes | > Yes | > No | > No | > No | > No |
| | > Online | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > App | > No | > No | > Yes | > No | > Yes | > Yes | > No |
| | > Catalog order, print | > No | > No | > No | > No | > No | > No | > No |
| | > Contact person | > Yes (free) | > No | > Yes (free) | > Yes (free) | > No | > Yes (fee-based) | > No |
| | > Business customer hotline | > Yes | > No | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Chat for business customers | > No | > No | > No | > No | > No | > No | > No |
| **Prices & conditions** | > Discounts, bonuses | > No | > No | > No | > No | > No | > No | > No |
| | > Specific B2B offers | > No | > Yes | > No | > No | > Yes | > No | > No |
| | > Customer card | > No | > No | > No | > No | > No | > No | > No |
| | > Purchase on invoice | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes | > Yes |
| | > Individual credit | > Yes | > No | > No | > No | > No | > No | > No |
| | > Individual payment targets | > Yes | > No | > No | > No | > No | > No | > No |
| | > Leasing, borrowing of products | > Yes | > Yes | > No | > No | > No | > No | > No |
| | > Extended warranty | > Yes | > Yes | > No | > No | > No | > No | > No |
| **Other** | > Other characteristics | > B2B registration only via regular contact form | > Two leasing options for 24 and 36 months | > Individual B2B offers upon request | > Display of prices excl. VAT in B2B online shop | > Free shopping reporting & analysis tools | > 'Request for quotation' is a standard function | > B2B registration without any obvious advantages |

# B2B programs in consumer electronics retail should cover six essential success factors

## Success factors for consumer electronics B2B programs

**Smooth customer journey** – Intuitive navigation and easy handling of the programs, accessibility at any time via all channels (esp. online & app), smart networking with offline stores

**Comprehensive service offering** – Targeted for certain customer segments, individually arrangeable, innovative product presentation, 24/7 support through different channels

**Networking with partners** – Additional value through integration of additional services such as training, software, data handling (performed by separate business units or external partners)
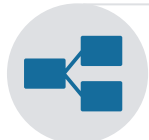
**Own B2B organization** – Creation of an independent B2B sales organization, that wholly serves customer needs and tests and applies the latest sales concepts

**Dedicated marketing** – Brand establishment also as an address for B2B customers, e.g. by using social media and influencer marketing; generation of "customer pull"

**Generation of a lock-in effect** – Customer retention through special purchasing conditions (e.g. discount scales) and unique services (e.g. analysis of purchases for tailored suggestions)

# Before creating a new B2B program/redesigning an existing B2B program, key questions need to be asked and answered

## Framework for B2B programs

### Goals

> What are the quantitative goals and are these goals accomplished? (Revenue, number of B2B customers, contribution margins, cross-selling between business units, ...)
> What are the qualitative goals and are these goals accomplished? (Profiling, positioning, ...)
> What role does the B2B program take in the overall corporate strategy?

### Business case

> When and how is the program profitable?
> How is the program financed?
> Do (smaller) B2B customers pay a fee?
> What are critical success factors and sensitivities of the program?
> What are program effects (higher purchasing values, higher visiting frequency, ...)?

### Milestones

> What steps and responsibilities are necessary to float the program?
> What will happen within the next 24 months?
> When is the program going to be officially or extensively promoted? Is there a kick-off event?
> What about the project organization?
> Which milestones are critical to success?
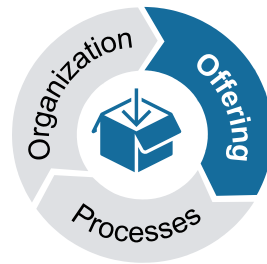
### Target groups

> Who shall be targeted or is already being targeted? Who is not? (Suppliers, SMEs, startups, clubs, cooperation partners, every B2B customer, …)
> Who shall be targeted within B2B organizations? Who are the target persons? Purchasers? CEOs?
> How is the separation between customer segments working? Are there any increments?

### Assortment and prices

> How shall the B2B assortment be different or how is it already different from the B2C assortment?
> Do the defined target groups ask for certain products? Are those products offered?
> What types of pricing conditions are offered? Per order? Per B2B customer?
> How does the pricing compare to the B2B competition?

### Service and value add

> What is the concrete service offering? Is there a service concept or a customer card?
> Are discounts, advantages or bonuses offered?
> How are points, advantages or bonuses collected? How are they redeemed?
> Are there different (degrees of) benefits for different target groups?

### Execution

> How are the business units involved in the B2B program? How do they engage?
> Which external providers are necessary?
> Are cooperation partners involved?
> What synergies and interfaces exist?
> What are the implications for infrastructure and resources? IT? CRM?

### Market cultivation

> How is the program communicated?
> What content for which target groups?
> Through which channels? Is there a B2B portal?
> Are events or entertainment available?
> Who is in charge of communication?
> How much budget is necessary?

### Sales

> How is the program's offering sold?
> Is there a key account manager who centrally distributes the offering/benefits?
> Are there any concrete sales or acquisition targets for the program? How are they incentivized?
> Are target groups looked after differently?

# In an initial discussion we would demonstrate specific approaches for the implementation/improvement of a B2B program

## Next steps and contact

| **Existing B2B program** | **Non-existing B2B program** | **Best practice cases** |
|---|---|---|

**Existing B2B program**

> Joint assessment of **strengths and weaknesses** of the existing B2B program

> Comparison with **competitor** B2B programs

> Evaluation of **best practice cases**

> Discussion of **vision** and **expectations** for your own B2B program

> Identification of potential **quick wins** as well as further **potential**

**Non-existing B2B program**

> Analysis of existing B2B programs of (direct) **competitors**

> Evaluation of **best practice cases**

> Discussion of **vision** and **expectations** for a new B2B program

> Definition of **extra effects** of B2B approach as well as requirements for channel networking

> Determination of specific **next steps**

**Best practice cases**
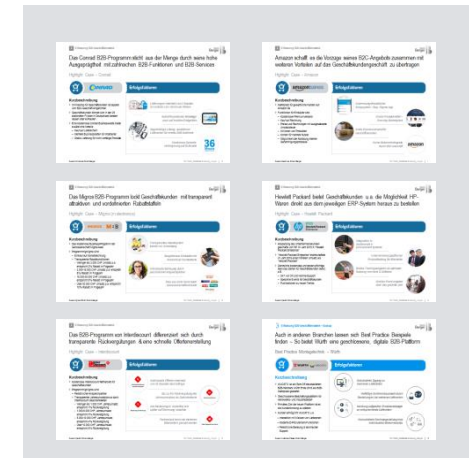
## Your contact at Roland Berger

**Tobias Goebbel**

**Partner**

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> 12 years of consulting experience in the areas of marketing, sales and digital

> Former Managing Partner at BBDO Consulting, part of global agency network BBDO Worldwide

> Project experience through B2B program development for a leading international retailer

50 YEARS

navigating
complexity

# Roland Berger

**Think:Act**