

IT@INTEL

Customer-centric Experience: Transforming Intel's B2B Digital Experience

By integrating marketing and sales data and unifying the B2B customer experience, we have enabled Intel's sales and marketing organizations to improve customer satisfaction while realizing revenue over USD 500 million.

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Executive Overview

Intel IT, in partnership with Intel's sales and marketing organizations and business units, has unified the digital experience for Intel's business-to-business (B2B) customers by eliminating unnecessary business processes and technical debt. Our efforts resulted in a streamlined, consistent end-to-end customer experience and increased revenue.

In 2015, we began the transformation by connecting data from marketing activities to sales data. We then unified dozens of fragmented design centers and product portals, and simplified and consolidated hundreds of business processes supporting these experiences. We continue to refine the B2B customer experience by using marketing automation and analytics to strategically deliver personalized content, accelerating the buyer's journey and increasing return on investment from marketing campaigns.

We partnered with sales and marketing to create and implement a robust change-management plan to ensure acceptance and adoption of the transformative solutions.

The customer-centric approach benefits both customers and Intel:

- Customers have a single entry point and login for their interactions with Intel throughout the buyer's journey.
- Customers receive context-specific information targeted to their needs and interests, which helps them expedite product time to market.
- Intel's marketing investments can be directly tied to sales results.

To date, our efforts have increased Intel's ability to scale to new markets and new customers, improved customer satisfaction, and enabled Intel's sales and marketing organizations to realize over USD 500 million in revenue.

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Acronyms

B2B	business-to-business
CRM	customer relationship management
ISV	independent software vendor
LOB	line of business
MQL	marketing-qualified lead
OEM	original equipment manufacturer
RDC	Resource and Design Center
TCO	total cost of ownership

Business Challenge

Over the last few years, Intel's customer base has evolved from a group of key original equipment manufacturers (OEMs) to a complex ecosystem of business-to-business (B2B) customers, including application developers, product designers, IT decision makers, line-of-business (LOB) decision makers, resellers, suppliers, system integrators, OEMs, and independent software vendors (ISVs). While existing B2B customers rely on Intel for certain products that are critical to their businesses, they may not be familiar with Intel's broad product portfolio. Potential B2B customers may not even realize that Intel is relevant to their business. Yet these emerging technology companies form the heart of today's new digital economy and they present tremendous potential new revenue for Intel. To take advantage of this potential, Intel needed to revamp the customer engagement model.

Fragmented Customer Experience

Decades ago, when Intel was focused primarily on manufacturing computer chips for PCs, a product-based approach to B2B customer interaction made sense. As Intel's product portfolio broadened, each new product was associated with its own unique customer portal and customer-experience-related business processes. Individual business units attempted to streamline their customers' experience, but there was no overarching governance of the B2B customer experience. A B2B customer who was interested in several products had to log in to separate accounts and portals to access all the desired information. It was not uncommon for a single B2B customer to have more than 20 Intel login IDs.

This product-based approach to customer interaction was not meeting Intel's modern buyers' expectations, which had been influenced by their superior consumer digital experiences.

These fragmented customer experiences also created a technology management burden for Intel, limited Intel's effectiveness reaching customers in new markets, and resulted in siloed marketing and sales data. Siloed data made it difficult to connect marketing investments to sales wins or provide customer-centric, context-rich experiences. This siloed data also restricted opportunities for cross-selling and up-selling.

Solution

Taking Intel's Customer Experience to the Next Level

The legacy approach to customer interaction had clear drawbacks. Intel needed to create a connected, omni-channel experience for its complex B2B customer ecosystem. The new model required Intel to accomplish the following:

- Facilitate a customer-centric culture shift that solves problems from a customer perspective and enacts cross-organizational governance to maintain engagement consistency.
- Update our marketing and sales tactics to be more customer centric, and create a closed-loop system to increase visibility to how potential buyers are moving down the funnel.
- Create an innovative customer experience that is consistent across all Intel business units and all phases of the buyer's journey.
- Deliver the right content at the right time through the right channels based on a 360-degree view of the customer (see the sidebar, "Omni-Channel Content Delivery")

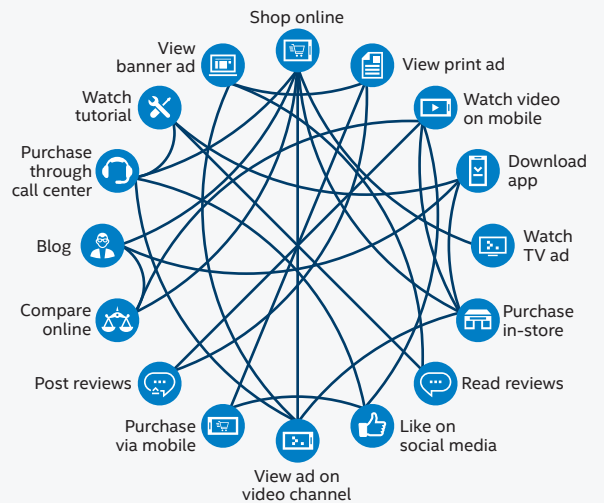
Achieving these goals required a concerted effort between the marketing and sales organizations, business units, and Intel IT.

To help create the unified, customer-centric digital experience Intel needed for its B2B customers, Intel IT conducted a multiyear, cross-organizational strategic initiative. Using marketing-automation tools and embracing customer centricity, we have streamlined the Intel buyer's entire journey—from awareness, to consideration, to purchase, to support. Concurrently, we have transformed Intel's ability to funnel marketing leads into the sales pipeline and to nurture those leads to drive higher engagement and increase customer success.

To give an idea of the scope of the project, we cleaned up, enriched, and aligned legacy customer data across multiple repositories, connected a tremendous volume of customer behavior and profile data across the entire buying cycle, and unified hundreds of business processes and several design centers and other portals across our business units. We deployed a best-in-class marketing-automation platform, integrated it with our sales platform, and helped foster an enterprise-wide, customer-centric culture.

Omni-Channel Content Delivery

In placing the customer at the center of the buyer's journey, Intel is using a cross-channel business model that enhances the customer experience. The approach accommodates a variety of industries (such as healthcare, industrial, financial services, government, education, energy, retail, service providers, and transportation) and uses many touchpoint channels (such as physical locations, FAQ web pages, social media, live web chats, mobile applications, and telephone communication), as illustrated here.



UNDERSTANDING THE VALUE OF CUSTOMER CENTRICITY

Siloed Marketing and Sales Data



Redesign standard business processes for experience, content, and campaigns



OUR VISION

B2B customers and partners easily engage (and promote) Intel through digital experiences that fuel their success.

OUR MISSION

Deliver a personalized digital experience for B2B customers and partners that builds Intel's brand and creates revenue.

To transform the B2B customer experience, Intel IT coordinated the efforts of multiple IT teams, including those with expertise in marketing, sales, and cloud-based applications. This unified approach enabled us to define and implement a program that would accomplish our objectives efficiently, delivering near-term value while allowing adequate time to replace legacy processes and technology.

This effort will continue to drive net new revenue, customer satisfaction, and brand loyalty for Intel.

The Need for a Customer-centric Culture Shift

Modern technology platforms and cloud-based enterprise applications are a key part of creating an enterprise customer-centric experience. They transform the way Intel engages with customers across the various touchpoints—digital and nondigital—and enable a customer self-service model that meets the modern buyer's expectations and needs.

To realize the potential of today's new IT technologies, Intel had to replace processes and systems that had been used for decades. These widespread changes required more than coordination among IT groups. In fact, our most significant challenges were not technology-based but instead involved changing the corporate culture. Intel needed to transform its siloed approach to a customer-centric approach. As an example, regional marketing managers needed to change the way they planned and designed their experiences, their content, and their campaigns.

A Three-Part Approach

We completed Part 1 in late 2015, which involved connecting marketing data to sales data to transform lead generation (Figure 1). By the end of 2016, we had completed Part 2, where we laid the foundation for unifying the customer's digital experience. During Part 3—2017 and beyond—we will create more connected datasets to assess the full impact of marketing on sales, further unify the customer experience, and provide personalized interaction.

Each part provides incremental value but no single pillar is really ever complete. Connected marketing and sales data enables a unified customer experience, which in turn makes personalized interaction possible. As more marketing and sales data becomes available, we must appropriately connect it to existing data. Ongoing governance is also necessary to maintain the unified customer experience. And as analytics become more powerful, we will be able to collect and use more data to better understand the customer's context and provide more personalization.

The success of this ambitious plan relied on several things: gaining acceptance of our vision, aligning goals across multiple organizations, finding the right talent, committing to a multiyear cross-organizational investment, establishing early wins, addressing business process and technical debt, and creating measurable business value.

Part 1: Implement Marketing Automation and Connect Marketing Data to Sales Data

Part 1 consisted primarily of connecting marketing data to sales data. This work laid the foundation for using advanced analytics to improve Intel's lead acquisition and nurturing.

Marketing activities were connected to sales motions to substantially improve the connected customer experience and our ability to track marketing impact on sales revenue. A feedback loop was created to measure and increase marketing effectiveness. From a technology standpoint through this initiative we made the transition to a Software-as-a-Service (SaaS)-first approach for evaluating and implementing new solutions across Sales and Marketing. All new Marketing, Sales, Service, and Analytics are now running on cloud-based software with a number of migrations underway that will also move legacy applications to the cloud.

Significant investments were made to develop, prepare the organization, and then deploy new processes for lead generation, tracking, and reporting.

The following key performance indicators help us track success in connecting marketing to sales (see the "Results" section):

- Increased number of marketing-qualified leads (MQLs)
- Improved MQL-to-sales-accepted leads (SAL) conversion rates
- Incremental design win value from MQLs
- Increased recruitment and sales for Intel partners

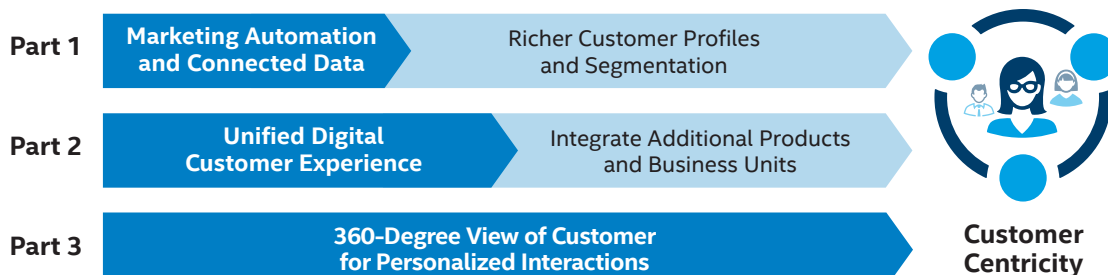


Figure 1. Our new customer-centric model of the buyer's journey enables customers to more easily engage with Intel through persona-driven digital experiences while helping Intel to directly tie marketing investments to sales results through connected marketing and sales data.

Part 2: Provide a Unified Digital Customer Experience

In Part 2, we focused on unifying the digital customer experience—an ongoing process, as mentioned earlier, since Intel continually develops new products. We believe that a consistent end-to-end customer experience accelerates customer success and improves the effectiveness of our marketing and sales organizations. This led to a portal and tool consolidation effort called the Resource and Design Center (RDC), a single engagement point for Intel’s designer and developer personas.

In contrast to the legacy approach, where customers needed to search or ask for information, the new customer-centric experience uses technology to make information easy to find.

As shown in Figure 2, we used an Agile, iterative process to reduce Intel's business process and technical debt—those redundant, inconsistent, and inefficient solutions that had accumulated over time. Two areas were of primary importance: merging the many design centers and customer-interaction applications from Intel's business units into a single, integrated RDC.

To create the RDC, we worked closely with the business units to determine functional requirements and establish governance and repeatable processes for content publishing, content intake, access control, and registration. We formed a single governance board for RDC content and established site-metrics baselines. The RDC is dynamic; we continue to evaluate features and capabilities, and integrate new content and business units.

We also consolidated Intel's social communities and upgraded the social-community platform.

The following key performance indicators help us track success in providing a unified digital customer experience (see the “Results” section):

- Customers are more satisfied with digital engagement.
- Customers find relevant information and bring their products to market more quickly.
- Sales representatives are more productive.
- Total cost of ownership (TCO) is improved through the reduction of redundant customer portals; unsupported, corporate-owned legacy servers; and outdated or redundant tools and capabilities.
- Costs are avoided through a governance model that prevents future siloed investment.

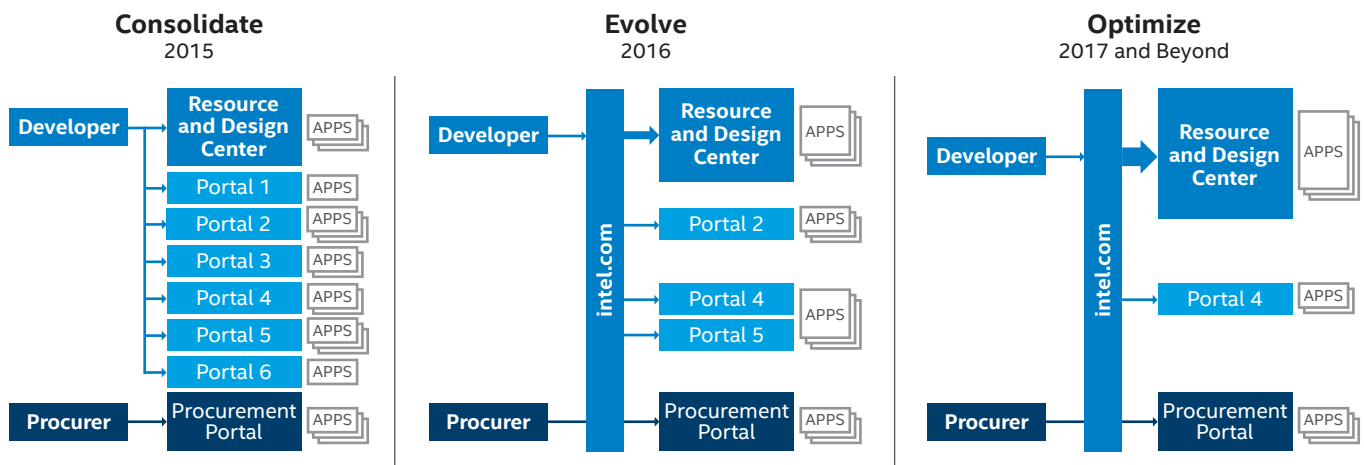


Figure 2. We have consolidated many design centers and portals to create a unified digital customer experience.

Part 3: Personalize the Experience

Having connected marketing data to sales data and unifying the customer experience considerably, we are now focusing on providing customers with information that is closely tied to their current context. Our motto for this phase is “hear me, know me, help me.” We are using marketing automation to create a personalized experience for Intel’s B2B customers (based on their persona) to enhance their satisfaction and accelerate the buyer’s journey (see the sidebar “Example of the Customer Experience”).

Using marketing automation and connected datasets, we can capture data across all touchpoints to create a 360-degree view of the customer. This is done after the customer consents to a privacy notice, as described in the sidebar, “Protecting Customers’ Privacy.” We can use this enriched customer profile to segment and target customers within each persona, present the right content at the right time in the buyer’s journey, and recommend the next best action (Figure 3).

The following examples include data we can collect and use to personalize the customer experience:

- Account and contact information
- Web, email, and business-related social interactions
- Conferences and other events
- Sales calls
- Company profiles and relevant verticals, such as transportation, energy, or healthcare and life sciences
- Browser type, device type, and OS information
- Customer relationship management (CRM) system data
- History of product purchases and support
- Exposure to marketing campaigns

360-Degree View of the Customer

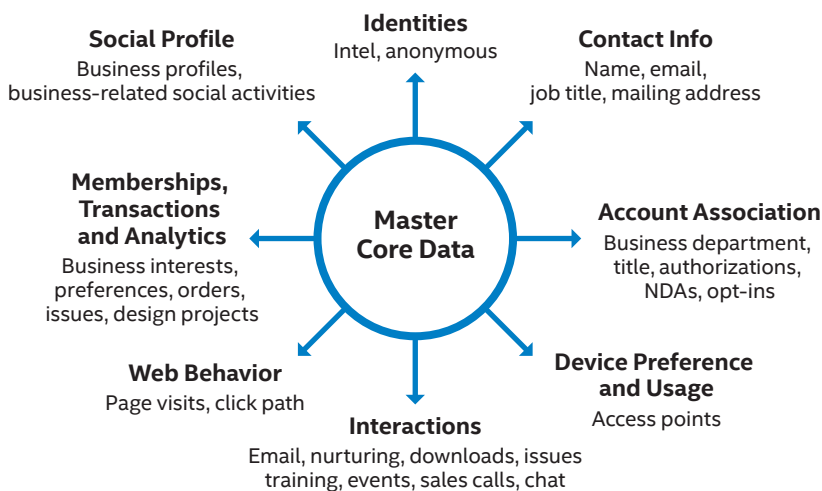
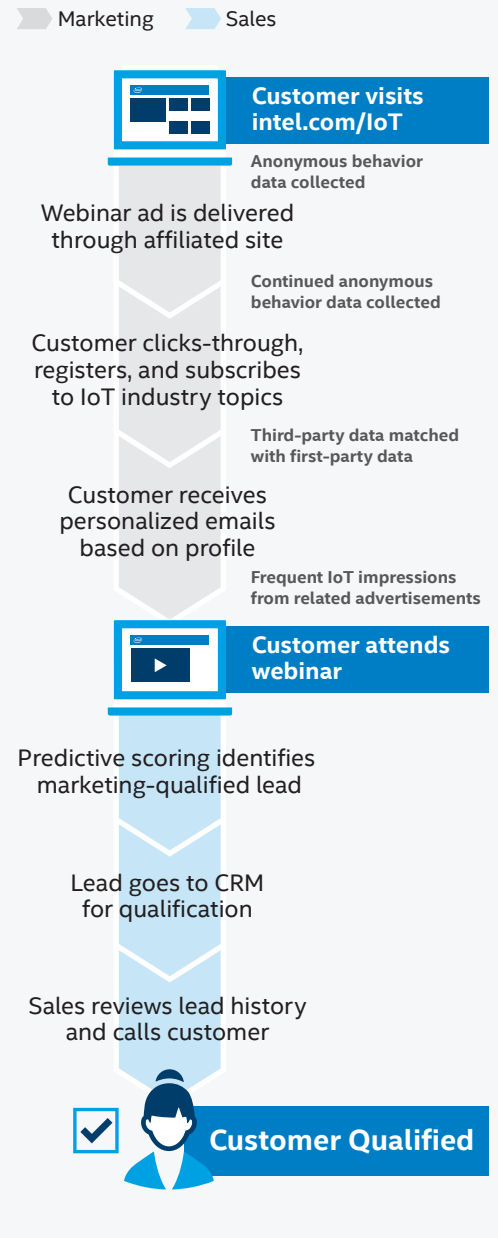


Figure 3. Data collected from many sources generates a 360-degree view of the customer (also called a persona), helping us personalize the customer experience.

Example of the Customer Experience: B2B Scenario



This data, which forms the master dataset for each customer, is shared across marketing and sales platforms. The customer profile created by correlating this data evolves continuously based on customer behavior.

Information Architecture

The information architecture for transforming Intel's B2B customer experience is built on a foundation of connected data and advanced analytics capabilities that provide deep business insight (Figure 4). The persona-driven customer experience is affected by "outside in" and "inside out" factors:

- **Outside in.** The customers' personas and how they want to interact with Intel
- **Inside out.** Intel sales, marketing, and business-unit personas and how they want to interact with customers

The content presented to the customer upon arriving at intel.com is determined by the customer's entry point (whether from an earned, off-domain, or paid entry point) and by the customer's 360-degree profile. Personalized content is pulled from the RDC as well as from the partner relationship management system, if applicable. The result is the personalized "hear me, know me, help me" experience necessary to attract and retain modern buyers.

Provide Value in Context of Customer Need

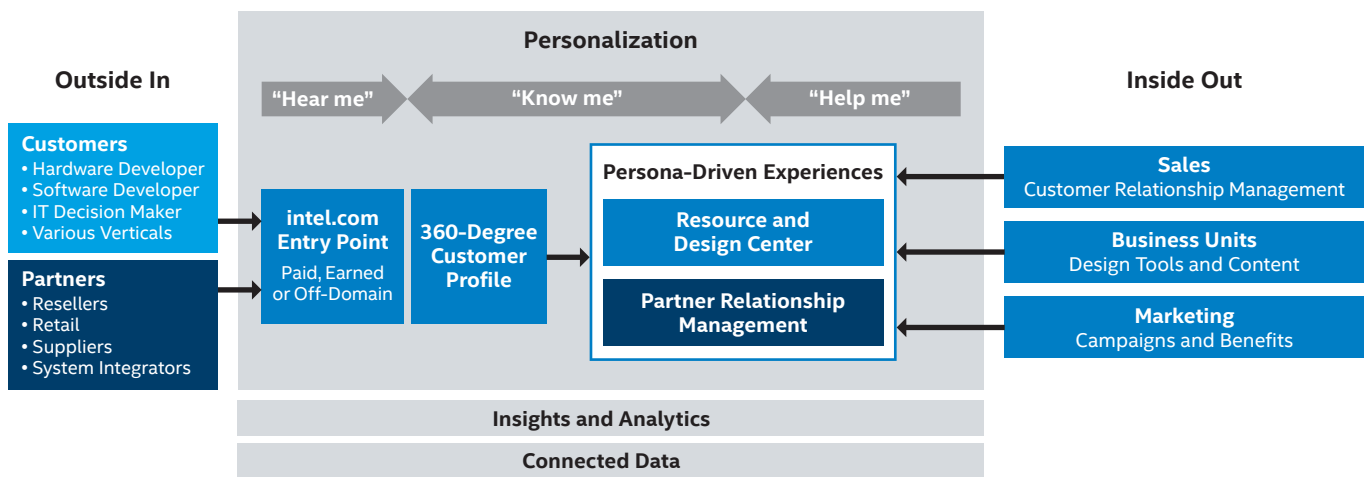


Figure 4. An information architecture that accommodates outside-in and inside-out information, combined with a foundation of connected data and advanced analytics, helps personalize the customer's experience.

Best Practices

In the nearly two years that we have been transforming Intel's B2B customer experience, we have established best practices in the areas of company culture, business process transformation, technology, and data management. Of course, since Intel is a global company, one size does not fit all. Each region and product line goes to market differently. We aim to offer a common platform supported by a standard process while allowing flexibility for geography-specific customization.

Company Culture

- Create a customer-centric culture based on customers' needs rather than on the capabilities of individual business units.
- Gain executive sponsorship before starting to ensure ongoing multi-year project support.
- Establish a governance model that helps ensure company-wide alignment of goals and processes and prevents data or functional silos from occurring.
- Establish a customer-experience framework, repeatable processes, and robust change management.

Business Process Transformation

- Document and identify business owners and responsibilities.
- Define the current and future states and establish metrics for success.
- Consolidate processes wherever possible.
- Allow business processes to define technology requirements, not the reverse.
- Establish strong transition management for new processes.

Technology

- Using SaaS enables IT to reduce investments in infrastructure deployment and maintenance, allowing a greater portion of IT spending to be applied to efforts higher up in the value chain. In the context of our efforts, the SaaS approach helped to reduce TCO and proved to be a big driver of business process standardization.
- Choose technology platforms that meet the business need and implement those platforms along with business processes, standards, templates, and guidelines for scalability.
- Eliminate technical debt incrementally as priorities dictate; accommodate legacy systems as long as needed.
- Embrace a hybrid cloud architecture that enables bridging legacy systems to modern technology investments.

Protecting Customers' Privacy

Intel's longstanding commitment to protecting privacy is fundamental to the company's values. Our company-wide privacy program is based on traditional principles of fair information practice.

As we revitalized the B2B customer experience at Intel, we implemented a subscription center to manage customer privacy and user preferences, using privacy notices and affirmative consent mechanisms. These notices inform the customer about what type of information is collected, the purpose of the collection, what the information will be used for, whether it will be disclosed to third parties, and how long it will be retained.

We also define and control who has access to the B2B customer information. We have implemented governance processes for managing and controlling the stored information in accordance with Intel policies and procedures

Data Management

- Clean up, enrich, and align legacy data and consolidate data across silos to create a single version of the truth.
- Implement a tiered approach to customer data governance that provides the necessary guard rails for a consistent experience while also allowing differentiated stakeholders to manage extended custom data.
- Create a plan for safeguarding customer-data privacy and securing personal data that is collected for creating a 360-degree view of the customer.
- Consider data virtualization as a way to improve flexibility and agility in accessing data housed in multiple systems, without the need for a full development and testing cycle.

Results

Our work to put the customer at the center of the buyer's journey benefits Intel and Intel's customers:

- Intel's marketing investments can be directly tied to sales results.
- Customers have a single entry point and login for their interactions with Intel throughout the buyer's journey.
- Customers receive context-specific information targeted to their needs and interests, which helps them bring their own products to market more quickly.

Lead nurturing is accelerating customer success and revenue for Intel. By the end of 2016, our new customer-centric B2B experience has enabled Intel's sales and marketing organizations to realize over USD 500 million in revenue. The sidebar, "Personalization Pilot: Healthcare Industry Vertical" illustrates how powerful it can be to put the customer at the center.

Beyond revenue generation, we have successfully created a one-stop-shop experience for Intel's B2B customers. There is one entry point, one login, and the customer is at the center of what they need to accomplish with Intel.

Personalization Pilot: Healthcare Industry Vertical

An email campaign we launched in September 2015 as a pilot project demonstrates the power of connected data, advanced analytics, and marketing automation. The campaign targeted prospects in the healthcare industry. We enriched industry information by contextualizing the campaign landing pages on intel.com, then segmented prospects into three nurture streams: genomics, mobility, and data center.

The personalization of the landing page content increased engagement on these pages. On average, the conversion rate from page-visit to form-complete was 50 percent, six times the industry average. In one of the verticals, the conversion rate was 82 percent. In addition, the campaign generated 121 marketing-qualified leads in the first eight weeks. Based on these successful results, we intend to extend our use of persona-driven customer experiences.

Next Steps

We are currently defining a strategy to scale the streamlined B2B customer experience to all regions around the world. This includes continuing to mature our application development model so that we can quickly integrate new Intel products, new data, and new analytics capabilities.

As mentioned earlier, we will also continue to create more connected datasets, conduct ongoing governance to maintain the consistency of the B2B customer experience, and augment and fine-tune our content personalization capabilities using new sources of data and emerging analytic techniques.

We also intend to enable B2B customer self-service capabilities, which will enable us to scale our solution rapidly as new solutions and new customers emerge.

Conclusion

Recognizing the opportunity for creating net new revenue and B2B customer satisfaction, Intel IT spearheaded an unprecedented collaborative effort working across several business units to drive a customer-centric corporate culture, connect thousands of marketing and sales data entries, and provide a unified and personalized B2B customer digital experience. Intel's B2B customers now have a streamlined buyer's journey, from awareness to support.

Our efforts have produced operational efficiencies for sales, marketing, and the business units; have eliminated business process and technology debt to enable future transformation velocity; and have improved customer satisfaction—all while generating millions in revenue.

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IT@Intel

We connect IT professionals with their IT peers inside Intel. Our IT department solves some of today's most demanding and complex technology issues, and we want to share these lessons directly with our fellow IT professionals in an open peer-to-peer forum.

Our goal is simple: improve efficiency throughout the organization and enhance the business value of IT investments.

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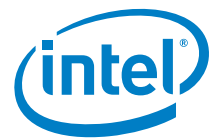
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