

# Traditionelle Geschäftsmodelle unter Druck

Customer Experience: Von der Theorie zur Praxis



## **Michael Bachmaier**

Head of Digital Business  
Silhouette Group

*Silhouette*  
GROUP



## **Matteo Ender**

Co-Founder & Managing Partner  
TOWA

**T O W A**

# DIE SILHOUETTE GROUP



 **3**

Marken

zählen weltweit zur  
Silhouette-Familie:  
Silhouette, Evil Eye, Neubau



**1,5 Mio.**

Brillen

werden durchschnittlich pro  
Jahr produziert



**1.400**

Mitarbeiter

beschäftigt die Silhouette  
Group weltweit.



**13**

Vertriebsgesellschaften

machen die Silhouette  
Group zum Marktführer bei  
randlosen Brillen.

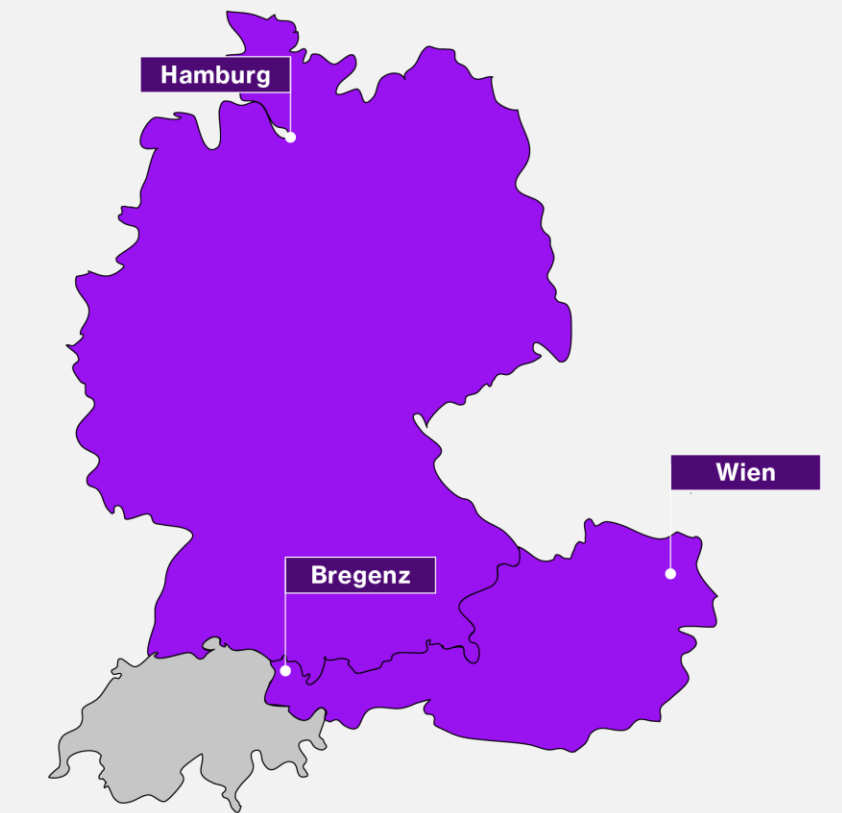
# TOWA in a nutshell

## Services & Produkte






<b>Consulting</b>	<ul style="list-style-type: none"> <li>▪ CX Consulting</li> <li>▪ Conception &amp; Digital Strategy</li> <li>▪ E-Commerce Consulting</li> </ul>	<ul style="list-style-type: none"> <li>▪ Customer Journey Mapping</li> <li>▪ Innovation Consulting</li> <li>▪ Data Analytics</li> </ul>
<b>Digital Products</b>	<ul style="list-style-type: none"> <li>▪ Websites</li> <li>▪ E-Commerce</li> <li>▪ Marketplaces</li> </ul>	<ul style="list-style-type: none"> <li>▪ Web Applications</li> <li>▪ UX / UI Design</li> <li>▪ API &amp; Data Integration</li> </ul>
<b>Digital Marketing</b>	<ul style="list-style-type: none"> <li>▪ Social Media Marketing</li> <li>▪ SEO &amp; SEA</li> <li>▪ Creation &amp; Content</li> </ul>	<ul style="list-style-type: none"> <li>▪ Marketing Automation</li> <li>▪ CX Management</li> <li>▪ CRM Consulting &amp; Implementierung</li> </ul>

## Hard Facts

- **2011** founded
- **90+** digitale Experts
- **#4** in the Austrian digital agency ranking <sup>2021</sup>
- **3** offices in Bregenz, Wien and Hamburg <sup>2022</sup>



## Leuchtturm-Projekte

 <b>VAUDE</b> <small>The Spirit of Mountain Sports</small>	 <b>SKINY</b> <small>Every Body In.</small>	 <b>BTV</b> <small>VIER LÄNDER BANK</small>
<b>Digital Marketing for E-Commerce</b>	<b>Supervisory Board mandate, Online Marketing, Enablement</b>	<b>Digitalstrategy &amp; new Website</b>
 <b>DAIMLER</b>	 <b>Silhouette</b>	<b>HABERKORN</b>
<b>UX und Frontend Entwicklung&amp;</b>	<b>Customer Journey &amp; CRM Consulting</b>	<b>E-Commerce-Consulting &amp; Online-Shop</b>

A space shuttle is shown launching from the left side of the frame, ascending into a sky filled with large, billowing white clouds. The right side of the image is a solid, vibrant purple gradient. The text 'Let's start' is centered in white, with a stylized white rocket icon integrated into the letter 's'.

Let's start

I KNOW THIS MIGHT SOUND STRANGE BUT ...

WHAT IF WE ASK OUR CLIENTS WHAT THEY ARE  
THINKING ABOUT OUR SERVICE?





**It is not the strongest of the species that survives, nor the most intelligent that survives.**

**It is the one that is the most adaptable to change.**

**Charles Darwin**

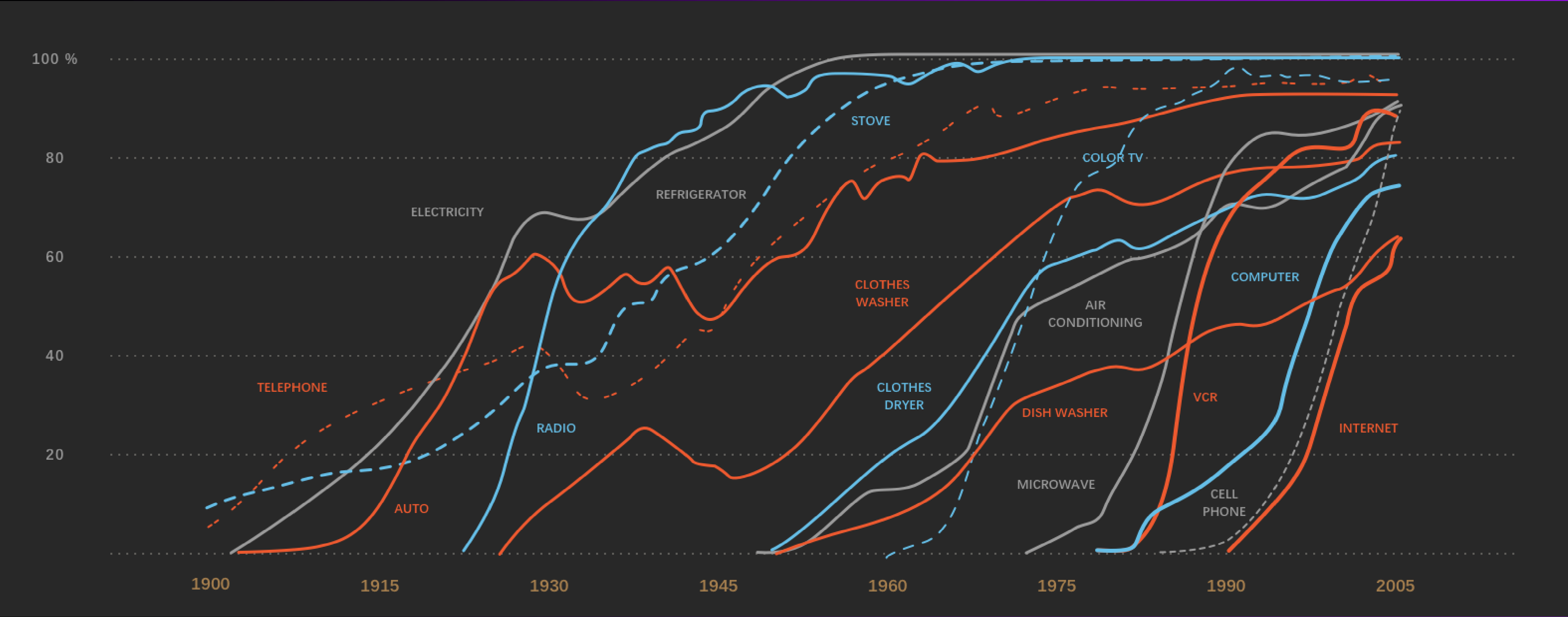
# Die Welt im Wandel

Technologien verändern sich und damit auch den Medienkonsum.





# Technologien setzen sich rasant durch



# Produktzyklen verkürzen sich



1974

1983

1991

1997

2003

2008

2012

11 y.

8 y.

6 y.

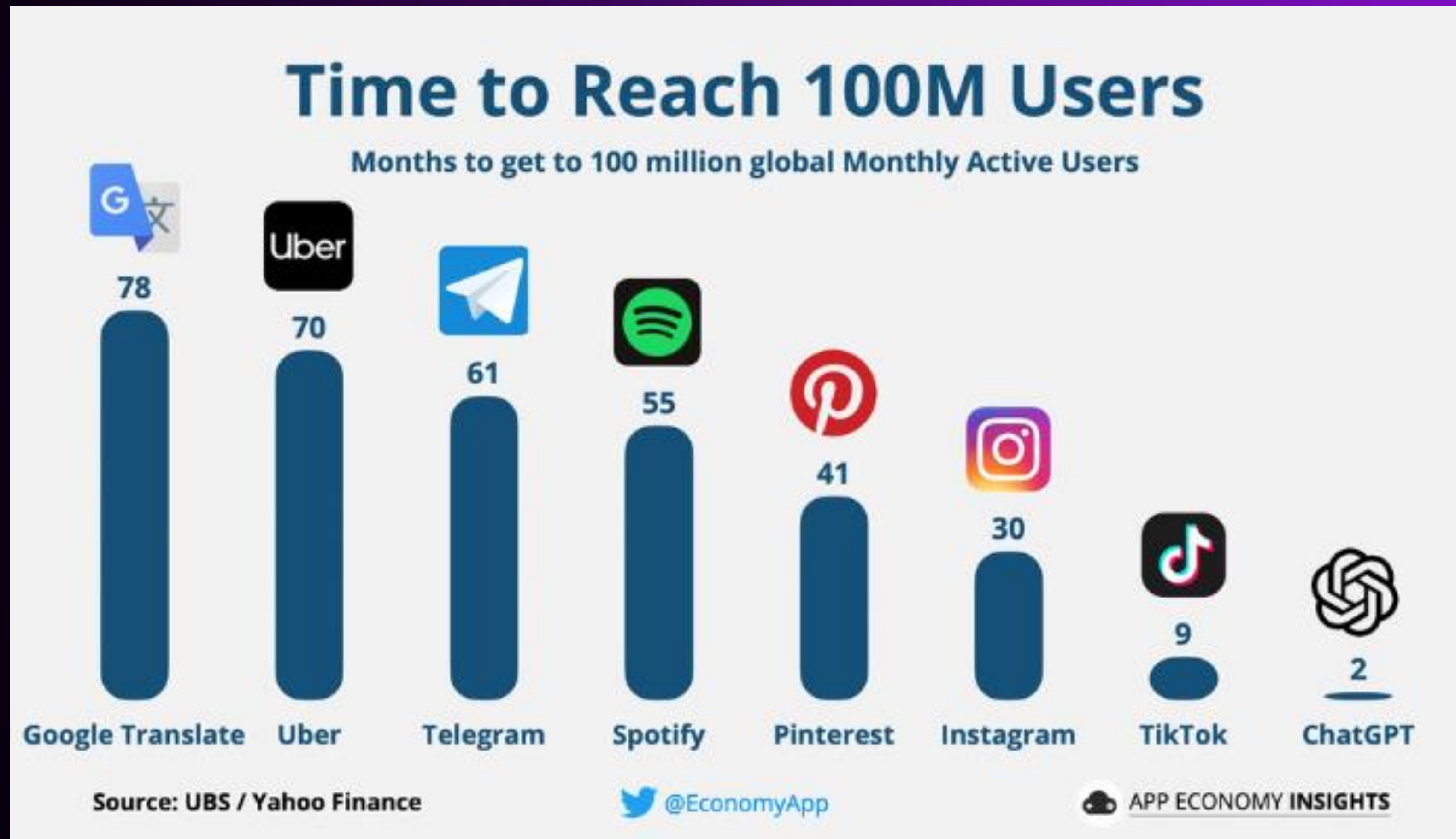
6 y.

5 y.

4 y.

# Geschäftsmodelle **explodieren**

ChatGPT erreicht 100 Millionen User in 2 Monaten





**Die Rechenleistung von Prozessoren  
verdoppelt sich alle zwei Jahre.**

**Moore's Law**

Gordon Moore – Co-Founder Intel

# Die Disruption von Geschäftsmodellen

Der Verdrängungswettbewerb betrifft alle Branchen

## Banken



## Reise-Büros



## Immobilien



## Kino & Film



## Verkehr



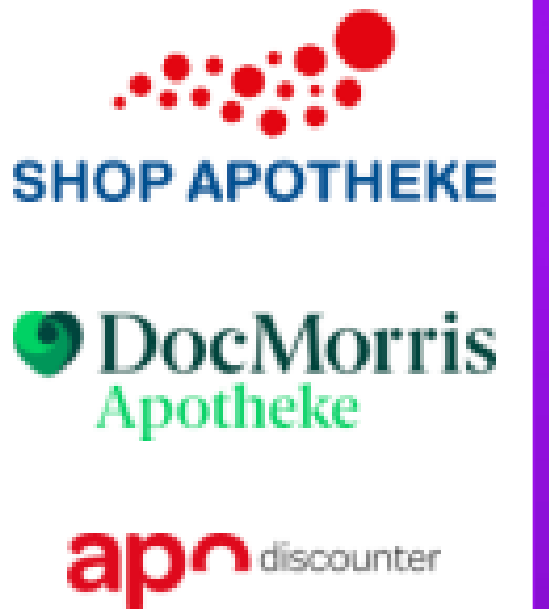
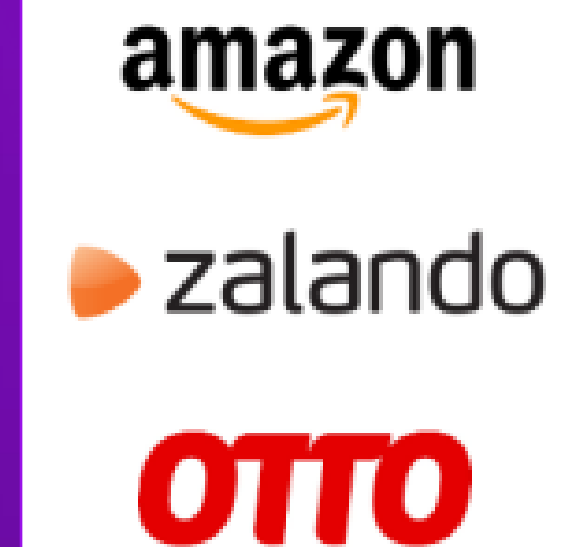
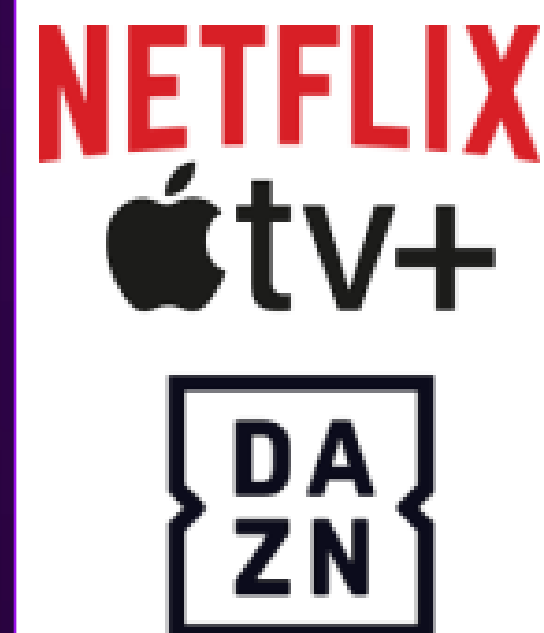
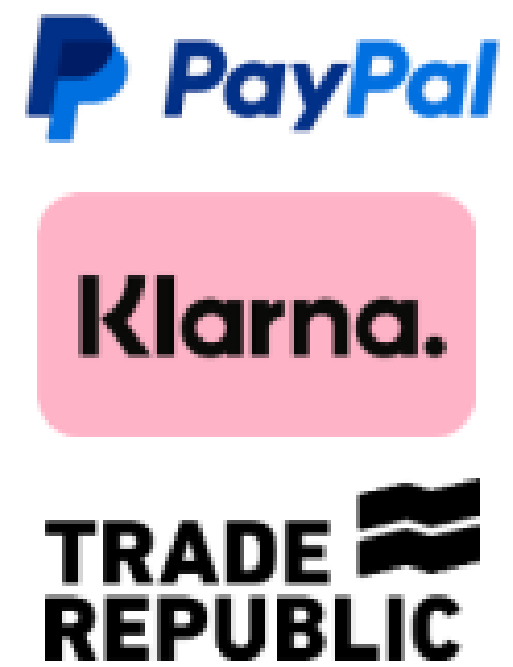
## Autohandel



## Einzelhandel



## Drogerie



# Die 5 wertvollsten Unternehmen

Daten: Das neue Öl

2007

1. **Exxon Mobile**
2. **General Electric**
3. **Microsoft**
4. **Citigroup**
5. **Gazprom**

2022

1. **Apple**
2. **Saudi Aramco**
3. **Microsoft**
4. **Alphabet**
5. **Amazon**

# GAFA Economy



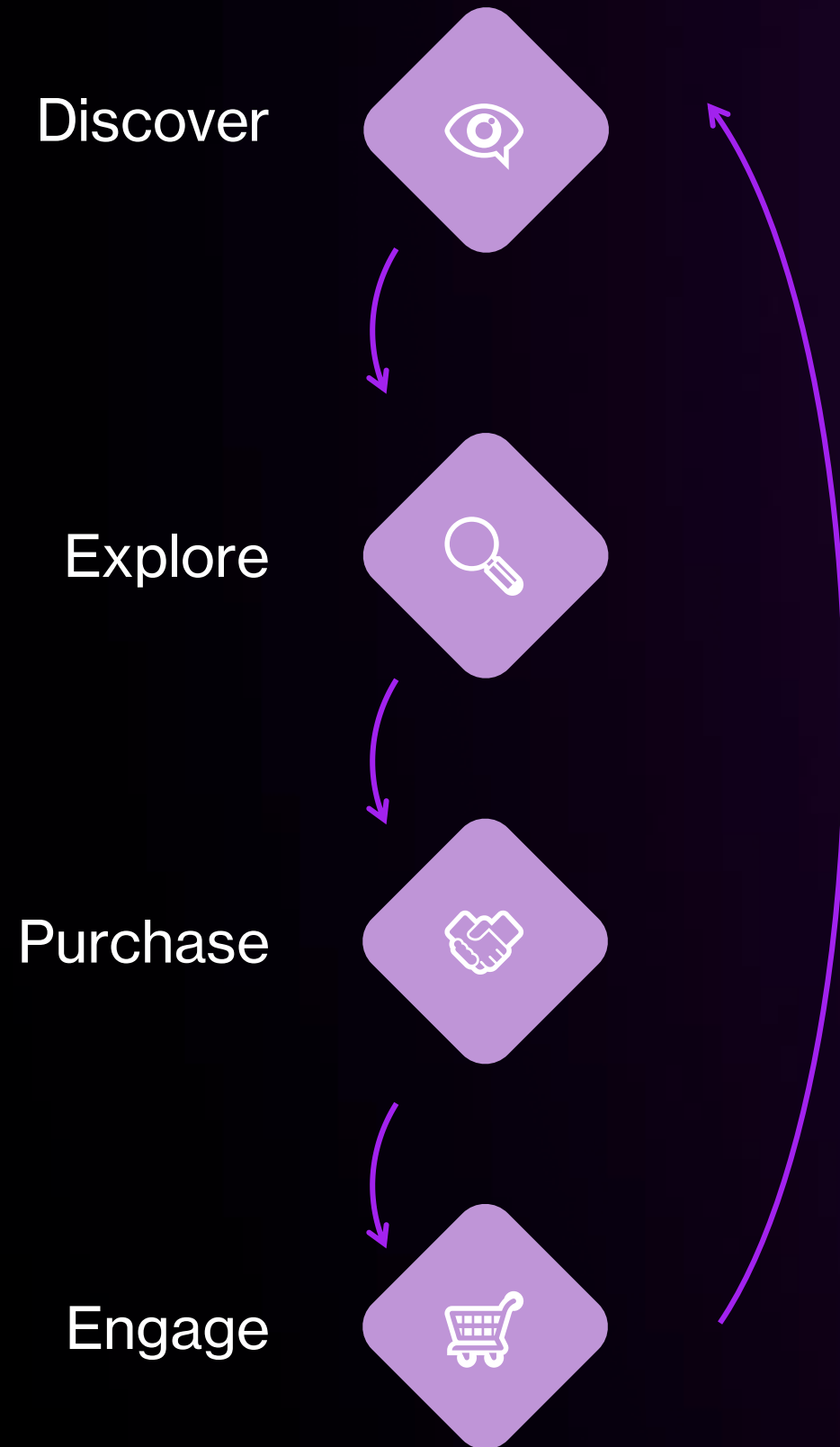
# Der Verlust des Kundenzugang



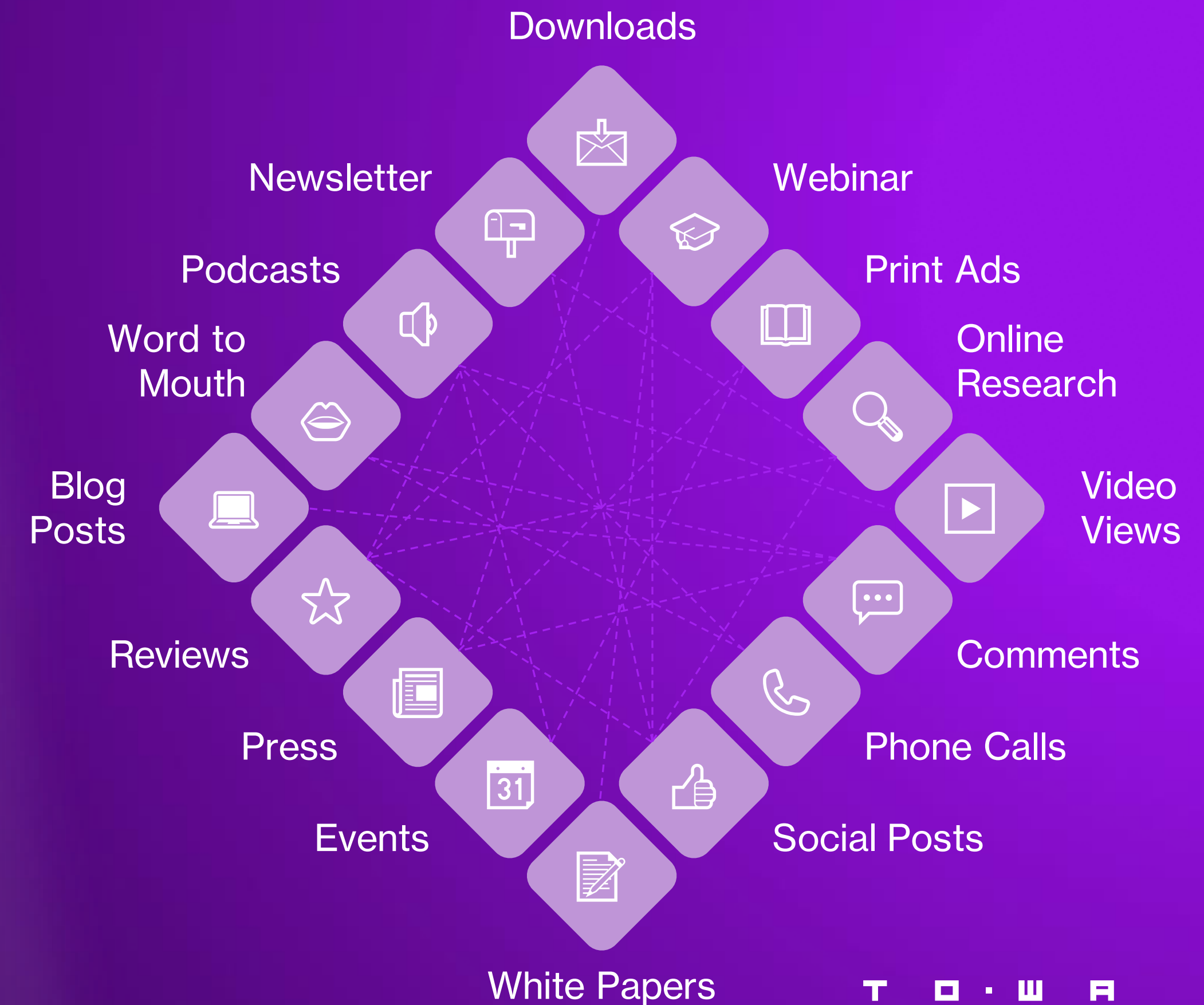


# Kundenverhalten ist nicht mehr vorhersehbar

## Traditionelles Kundenverhalten



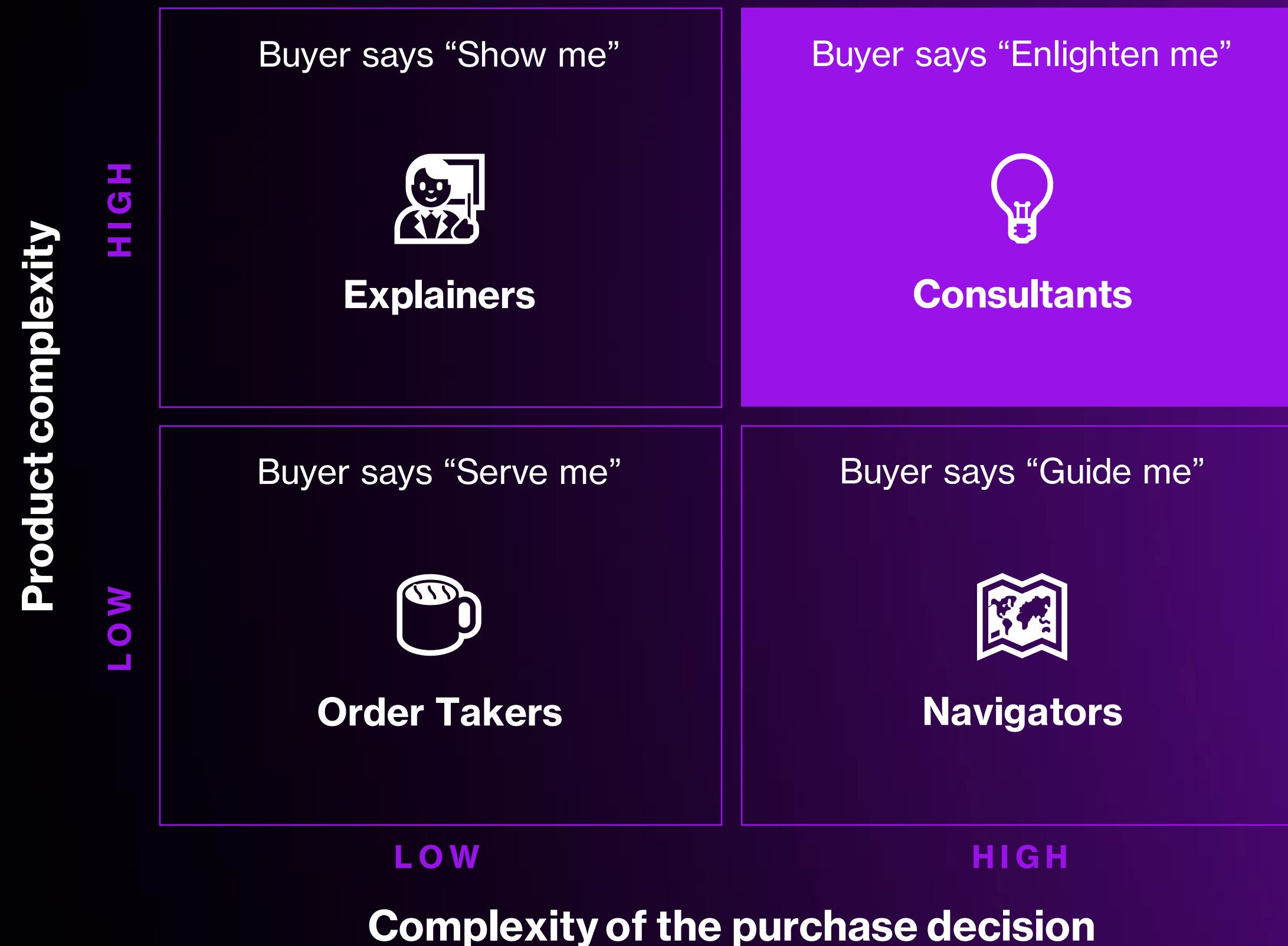
## Digitales Kundenverhalten



# Der neue Kunde mit Ansprüchen



# Der neue Kunde mit Ansprüchen

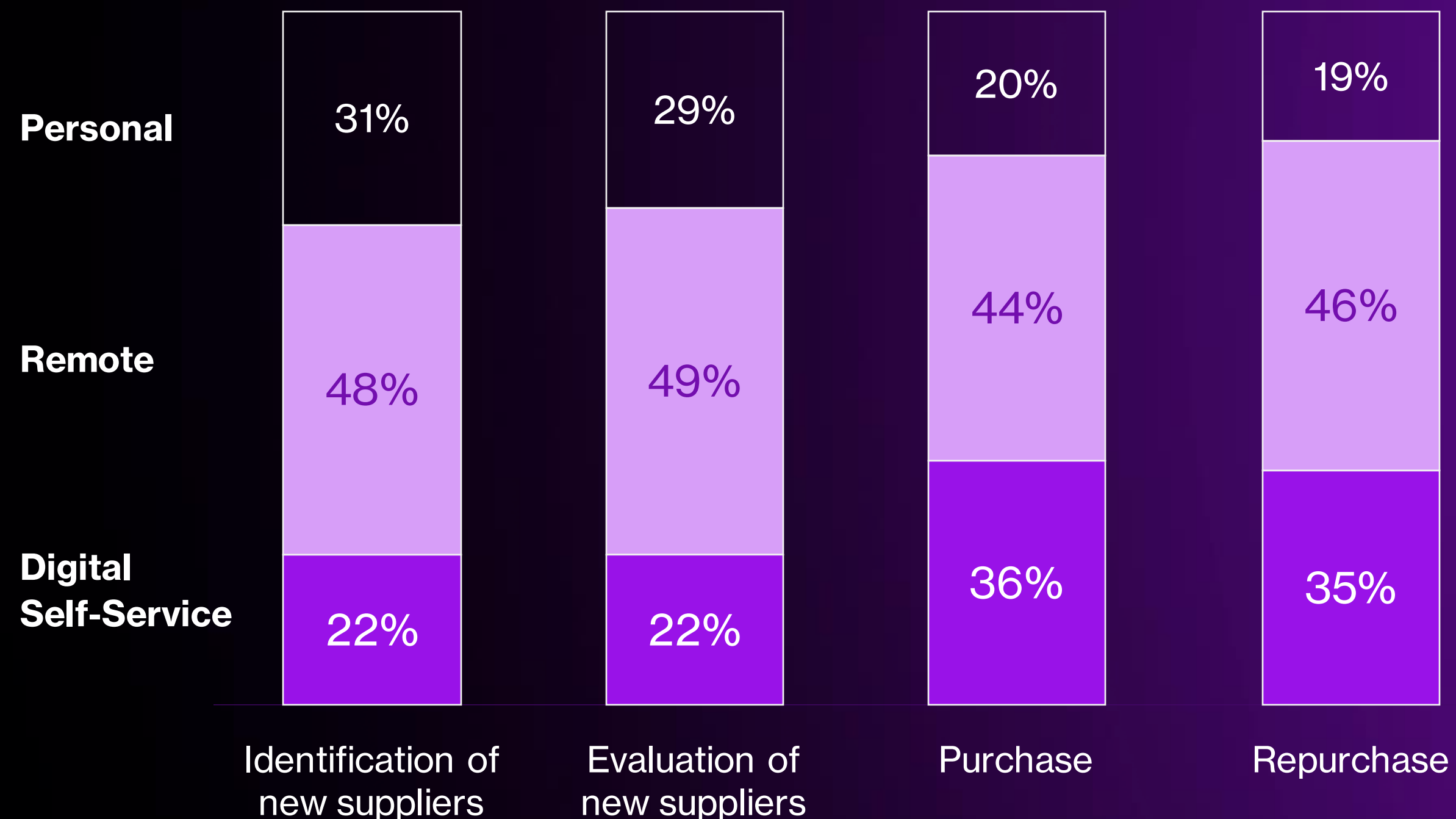


59%

der B2B-Entscheidungsträger  
**wollen nicht** mit einem Verkäufer  
sprechen.

# Der neue Kunde mit Ansprüchen

What kind of interaction do B2B buyers prefer?



# 70-80%

der B2B-Entscheidungsträger bevorzugen **Remote-Interaktion** oder **digitalen Self-Service!**

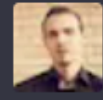
**Das Kundenverhalten ändert sich. Die Bereitschaft zur persönlichen Interaktion sinkt und die Ansprüche an Service werden gleichzeitig höher.**

**Digitalunternehmen reagieren auf diese Situation indem sie das Kundenproblem besser (anders) lösen.**

**Dies gelingt Ihnen durch 1) ein besseres Verständnis für das Kundenproblem und deren Verhalten und 2) durch den Einsatz von Technologie.**



**Die größte Herausforderung für Marketer im Jahr 2023 besteht darin, die Customer Journey – und somit die Customer Experience – mit relevanten Services zu verbessern.**

**Wer diese Herausforderung löst, bekommt mehr Kunden und stärkere Kundenbeziehungen.** 



What are the biggest trends in digital marketing for a B2B company?

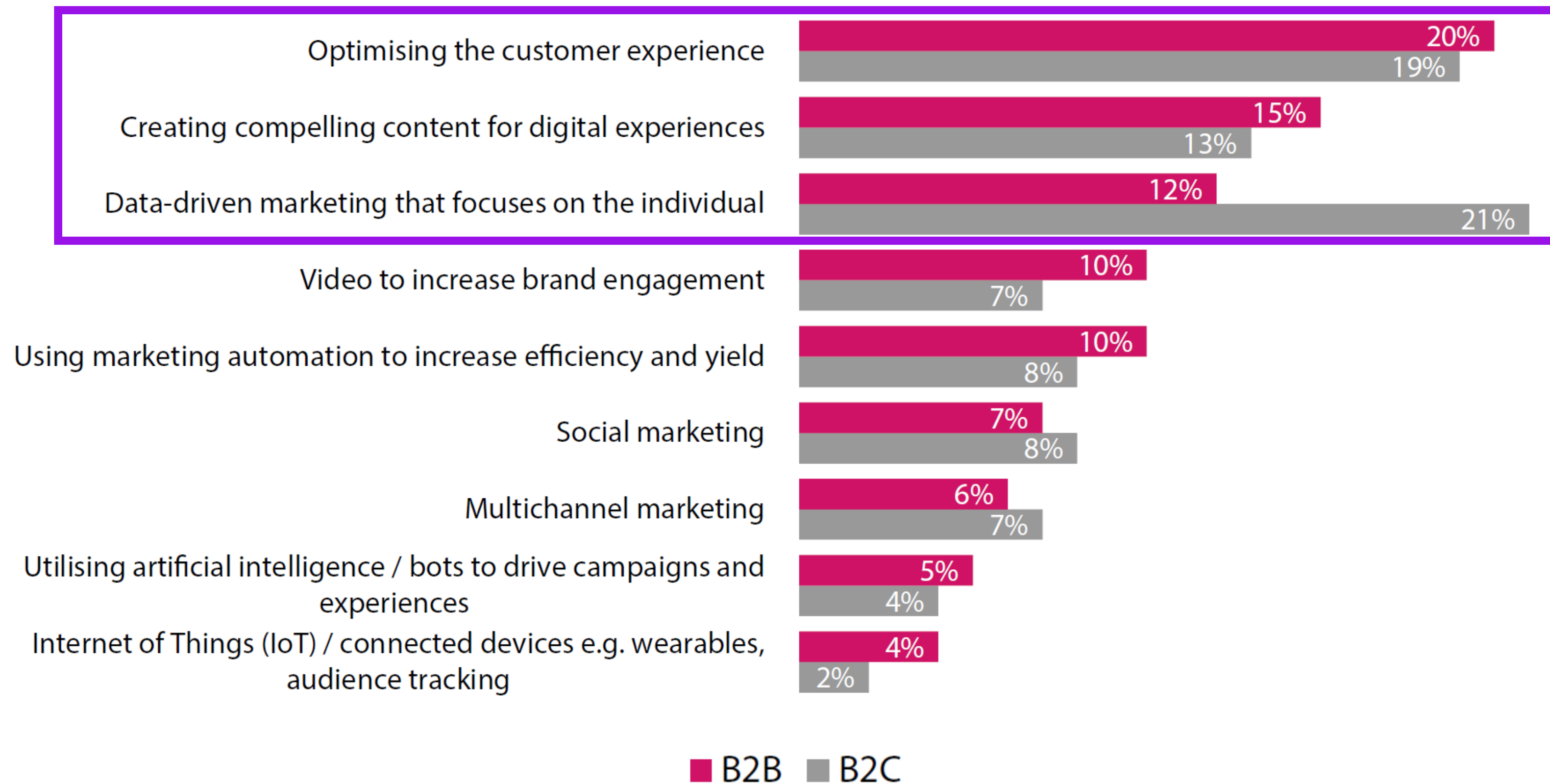


There are several big trends in digital marketing for B2B companies. Here are some of them:  

1. Personalization: B2B buyers expect personalized experiences, and digital marketing provides a great opportunity to deliver them. By using data and technology, B2B companies can create personalized content, offers, and experiences that resonate with their target audience.
2. Account-based marketing (ABM): ABM is a strategy that focuses on targeting specific accounts with personalized campaigns. It allows B2B companies to align their marketing and sales efforts and deliver tailored messages to their most valuable prospects and customers.
3. Video marketing: Video is becoming an increasingly important part of B2B marketing. Videos are engaging and can help simplify complex concepts. They can also be used for product demos, customer testimonials, and thought leadership.
4. Social media marketing: Social media platforms are not just for B2C companies. B2B companies are increasingly using social media to reach their target audience, build brand awareness, and drive leads. LinkedIn is a particularly important platform for B2B marketers.
5. Content marketing: Content marketing is still a critical part of B2B marketing. However, the focus has shifted from creating large volumes of content to creating high-quality, targeted content that addresses the needs and pain points of the target audience.
6. Marketing automation: Marketing automation allows B2B companies to automate repetitive tasks and nurture leads at scale. By using marketing automation, B2B companies can deliver personalized content and messages to prospects and customers at every stage of the buying journey.

Overall, these trends highlight the importance of personalization, targeting, and engagement in B2B marketing.

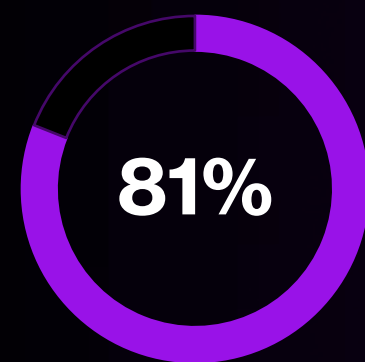
# Which area is the most exciting opportunity for your organisation in 2021?



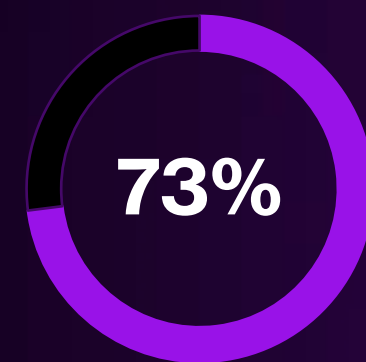


# Which Trends are CMOs from B2B dealing with?

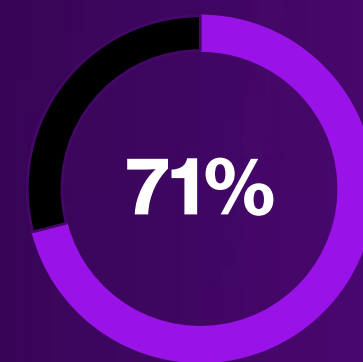
These are the trends that CMOs in B2B are dealing with



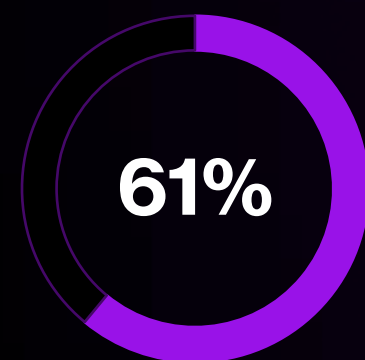
B2B customers expect a B2C experience



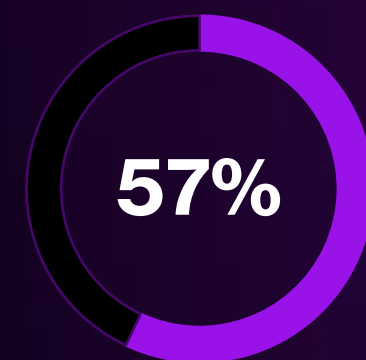
Marketing automation becomes standard in B2B



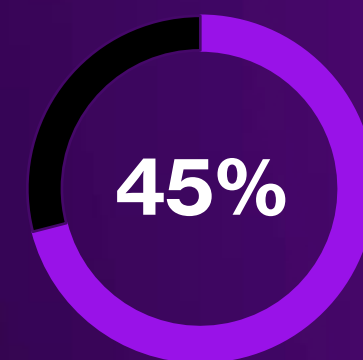
Social selling is an established channel



Digital sales platforms become more relevant



Personalized communication becomes a must-have



Account Based Marketing complements Inbound Marketing

# 81%

der B2B-Unternehmen wollen an der **Verbesserung der digitalen Experience** arbeiten.



# SILHOUETTE GROUP DIGITAL BUSINESS

Michael Bachmaier - 20.04.2023

*Silhouette*  
GROUP



**CUSTOMER CENTRICITY &  
CUSTOMER DATA**

**CONVERSION**



**EMOTIONALIZE  
THE BRAND**

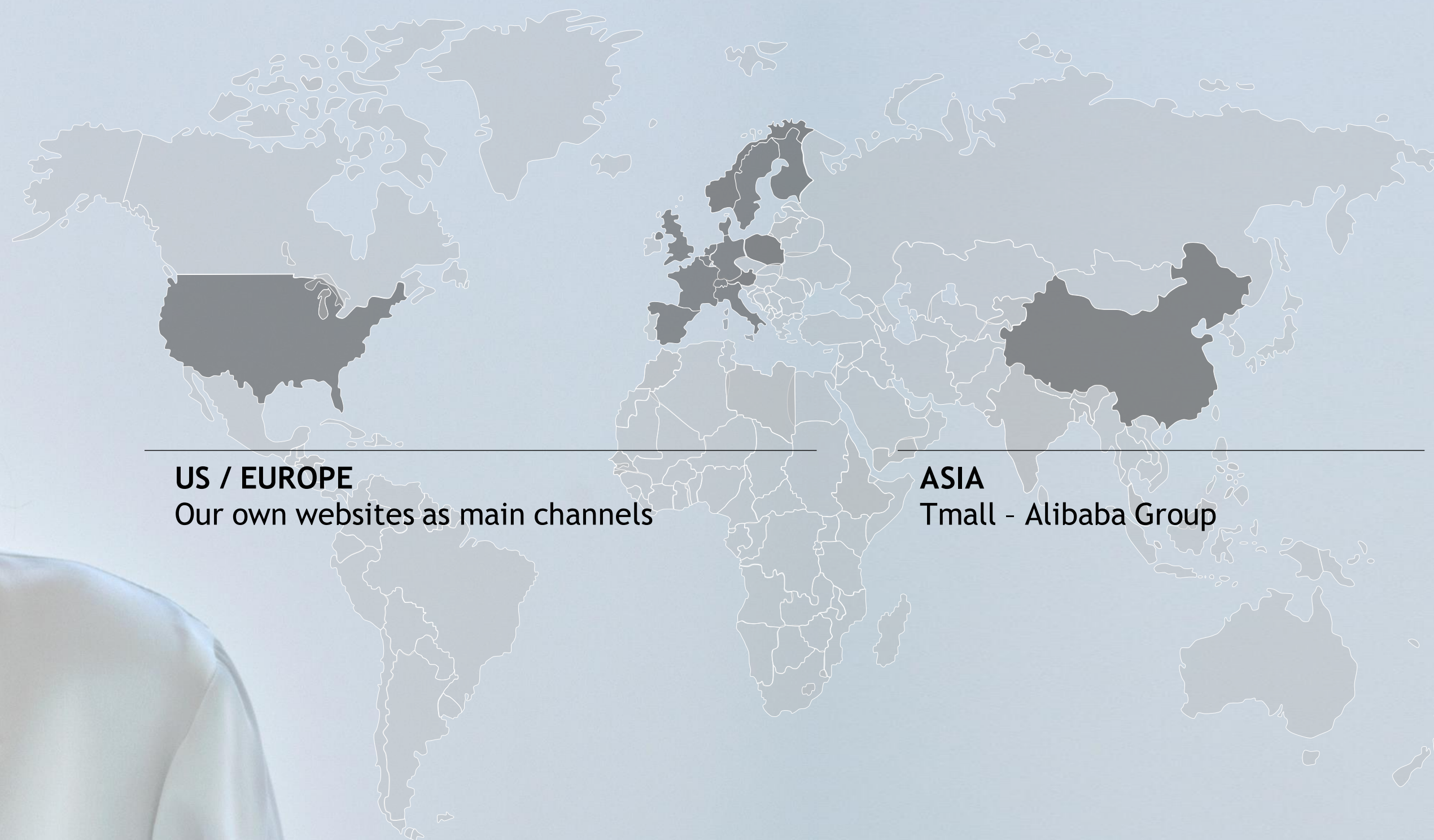
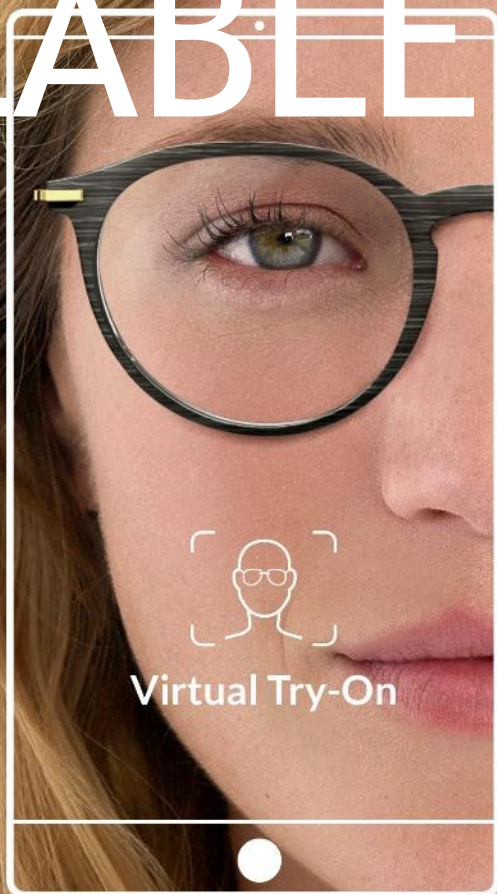


**ACT CUSTOMER CENTRIC**

**CONVERT  
PROSPECTS TO  
HAPPY CUSTOMERS**

**OUR DIGITAL FOCUS**

# OUR DIGITAL CHANNELS ARE AVAILABLE in 15 COUNTRIES



**US / EUROPE**  
Our own websites as main channels

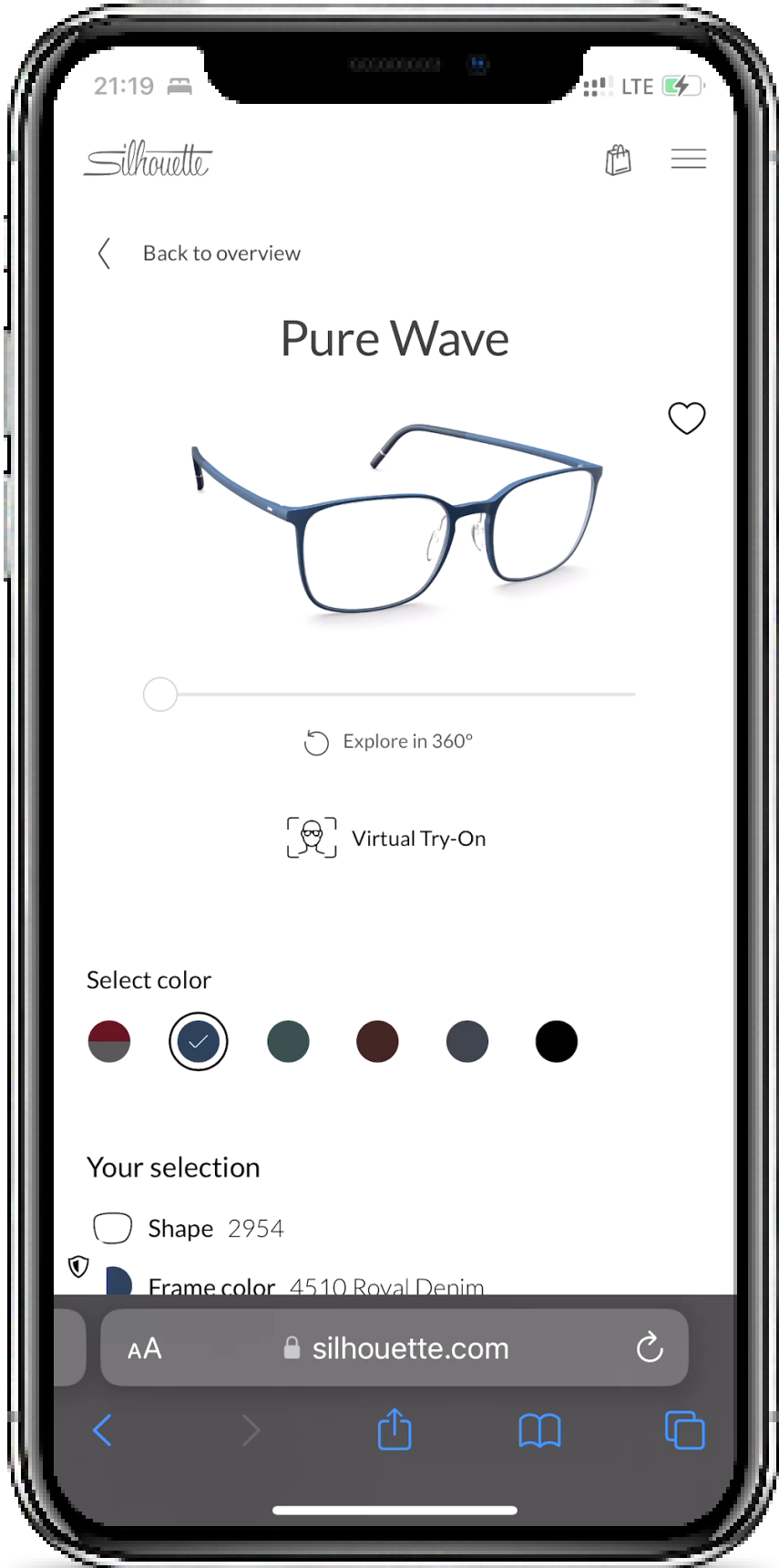
**ASIA**  
Tmall - Alibaba Group

A woman with blonde hair and glasses, and a man with dark hair and glasses, both wearing white lab coats, are shown from the chest up. They are looking upwards and to the right with thoughtful expressions. The background is a bright, slightly blurred outdoor setting with a blue sky and white architectural elements.

OUR CHALLENGE

**OPTICAL EYEWEAR NEEDS PROFESSIONAL  
OFFLINE MEASUREMENT, ADAPTATION &  
EXPERTISE**

# OUR SOLUTION BUY LOCAL IS A SMART COMBINATION OF CLICK & COLLECT AND LEAD MANAGEMENT FOR OPTICIANS

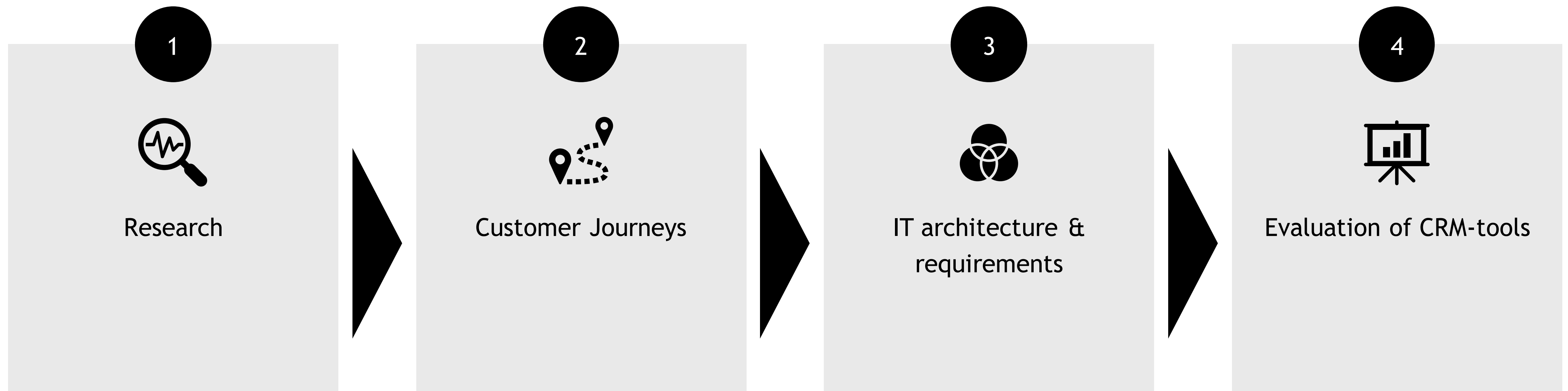




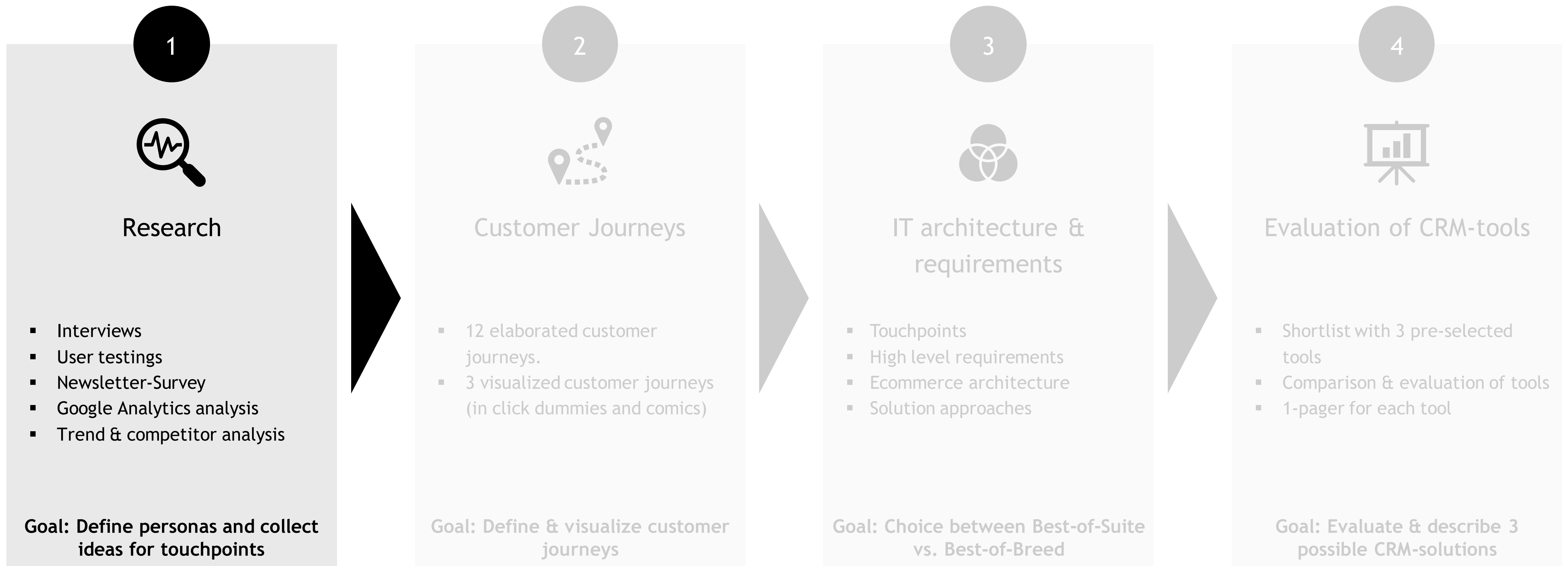
But we wanted  
to go beyond...



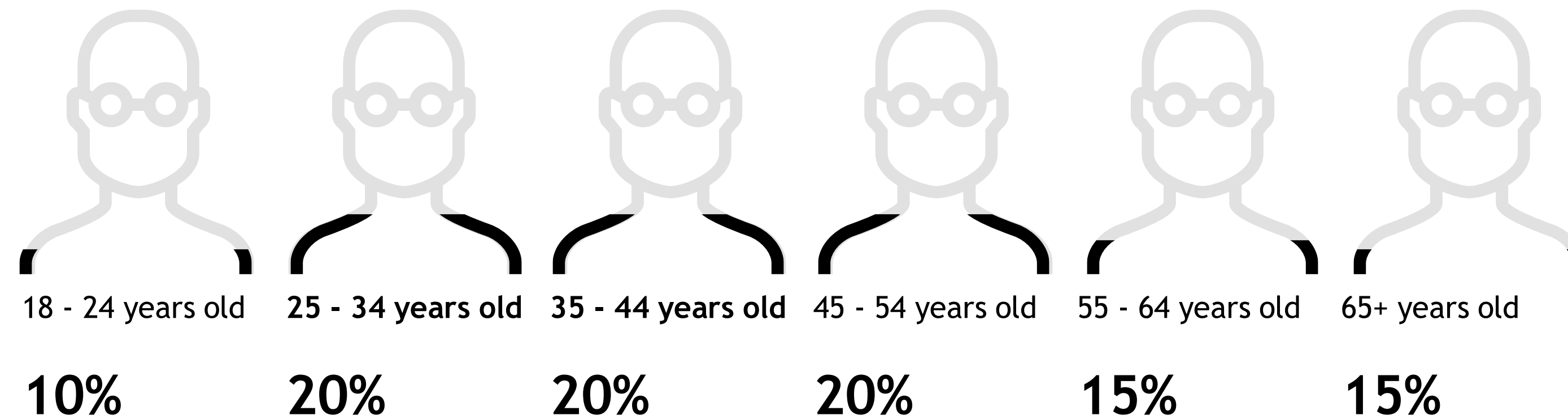
# Four steps to improve our partnership with opticians and enable a consumer centric mindset



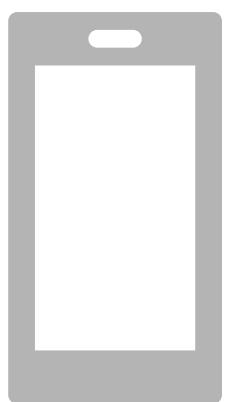
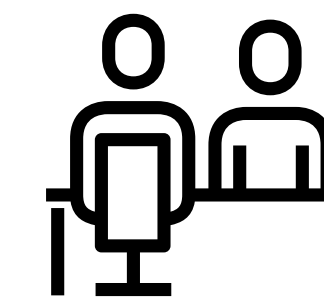
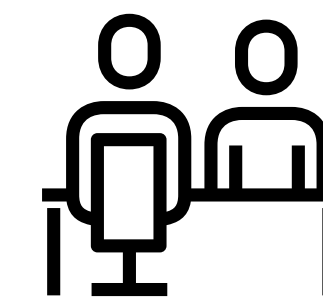
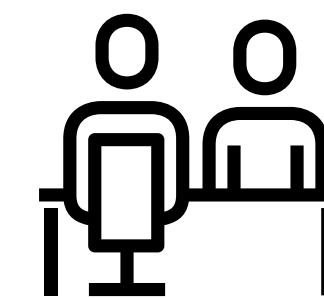
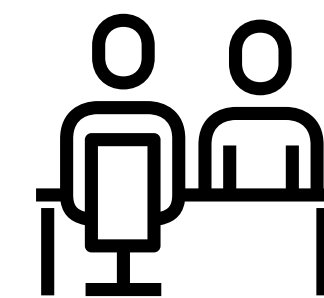
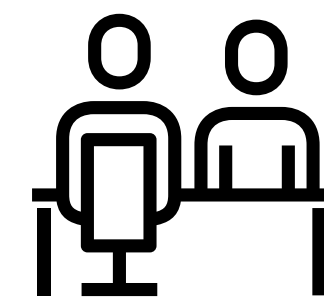
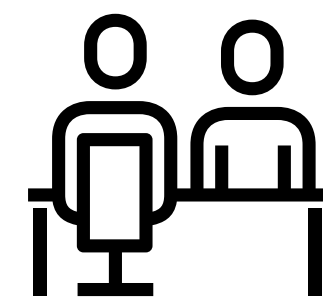
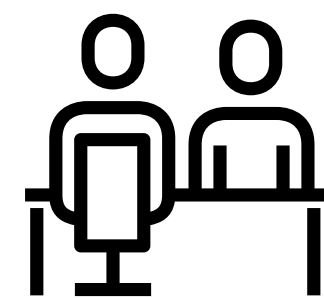
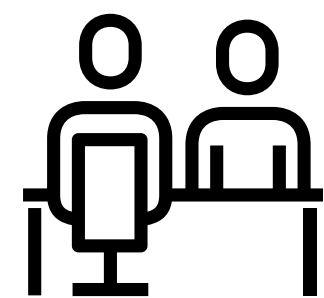
# Step 1: Know your customer.



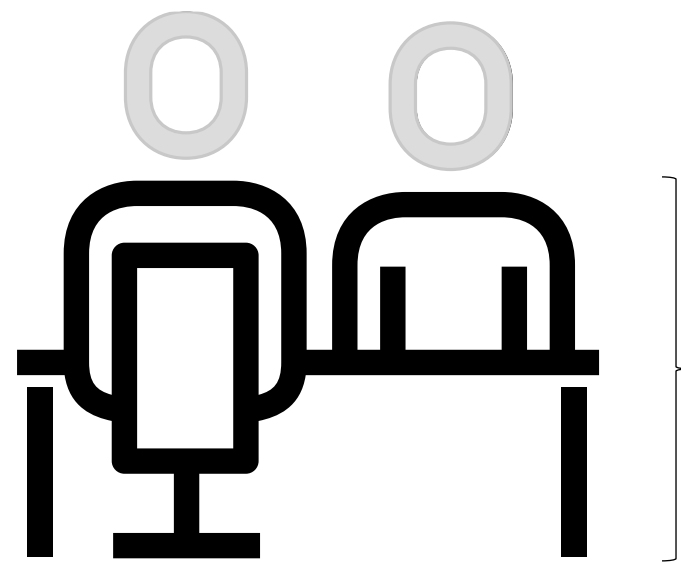
# On our website, 1/3 of our users are younger than 34 years but...



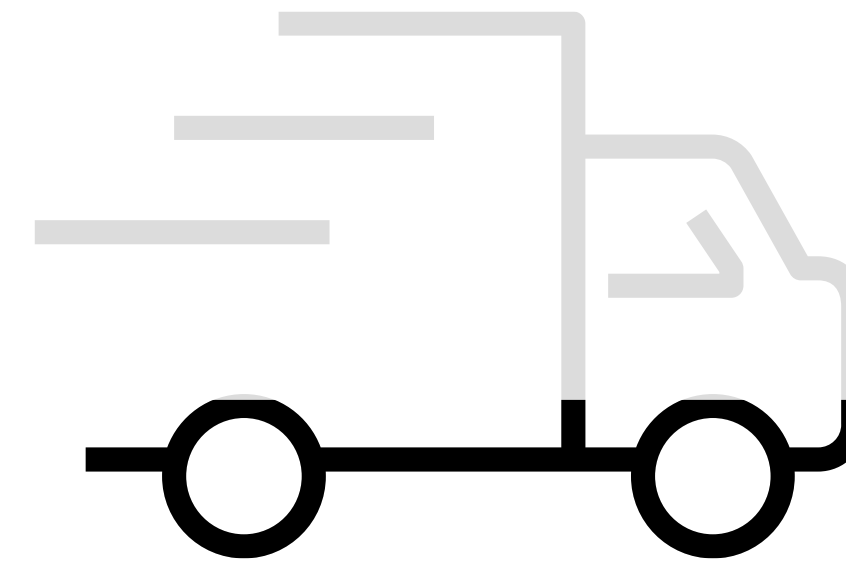
**...most buyers choose to buy their optical glasses offline - only a minority buys it online.**



# Most consumers prefer a delivery to a nearby optician in order to get professional advice



Consumers, who would prefer their delivery to their trusted optician



Consumers, who would prefer their delivery to their home address

# Definition of different persona to understand customer journeys



**Hanna Burg**  
24  
Student &  
Employee



**Tanja  
Steinmayer**  
34  
Bank clerk



**Andrew Mayer**  
40  
Technical  
Draftsman

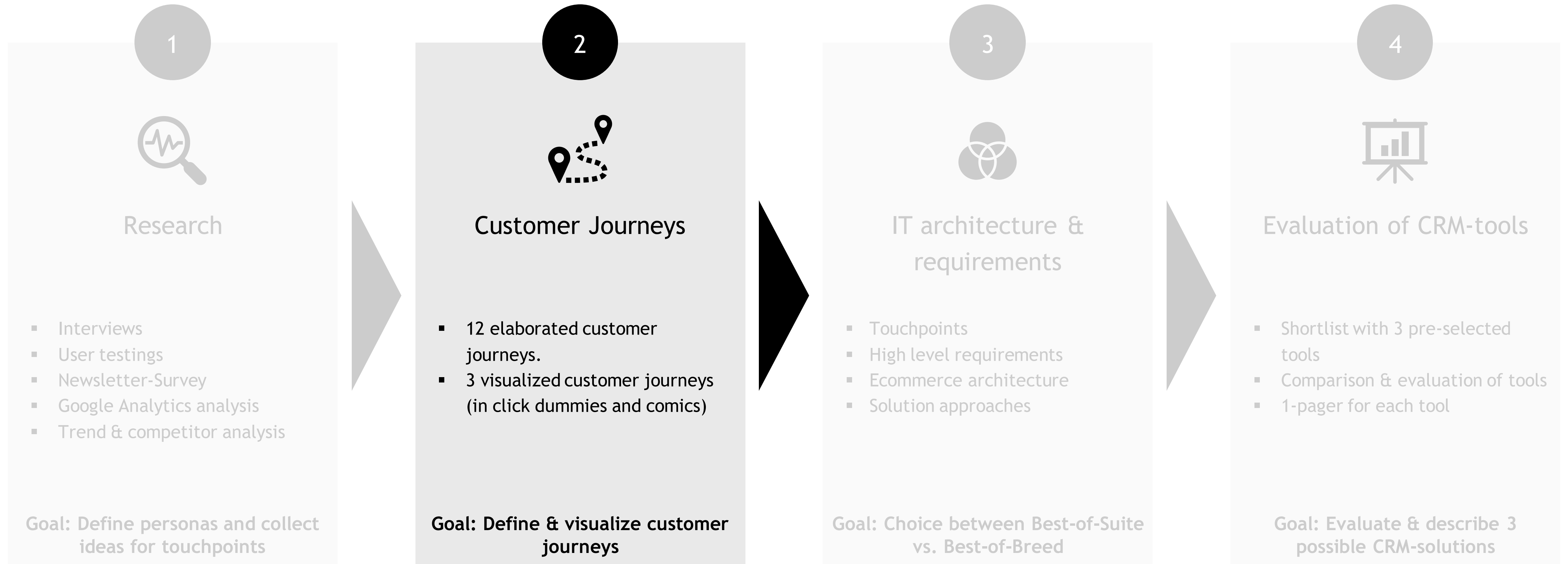


**Sybille Buchloh**  
45  
Teacher  
secondary school



**Andreas Jäger**  
55  
Lawyer

# Step 2: Visualize your customer in order to understand.

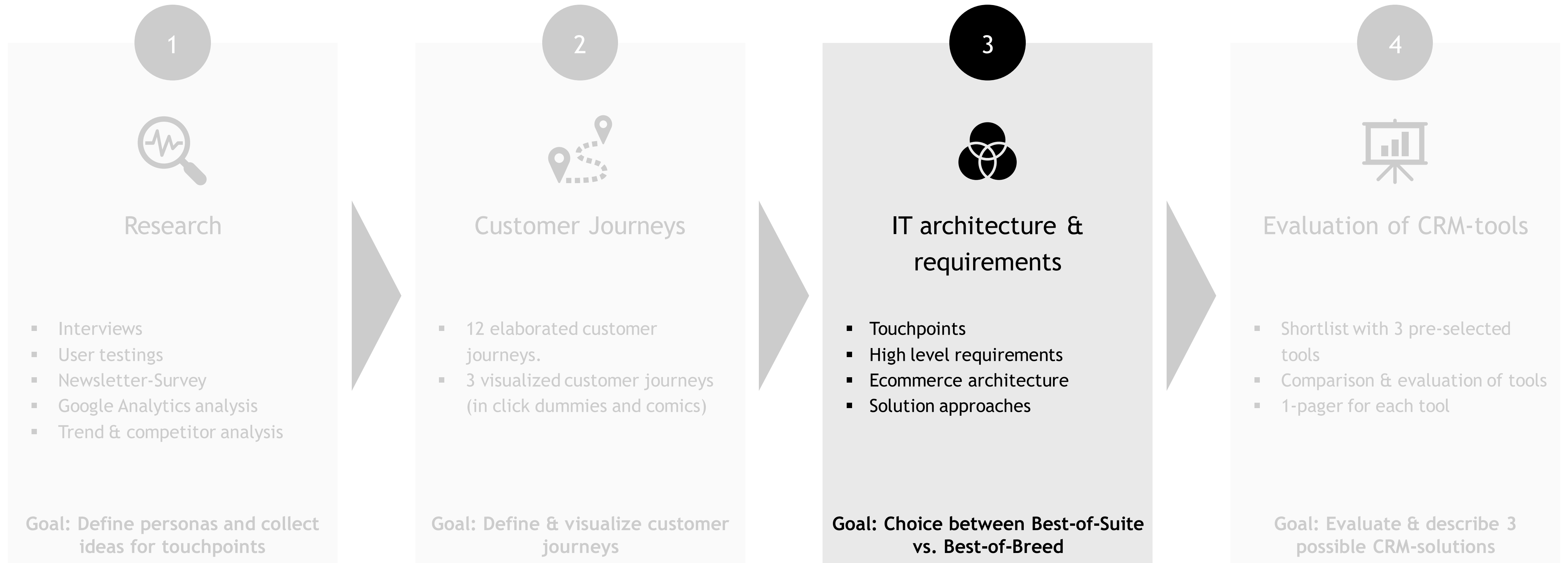


# Elaborate & visualize customer journeys to define touchpoints

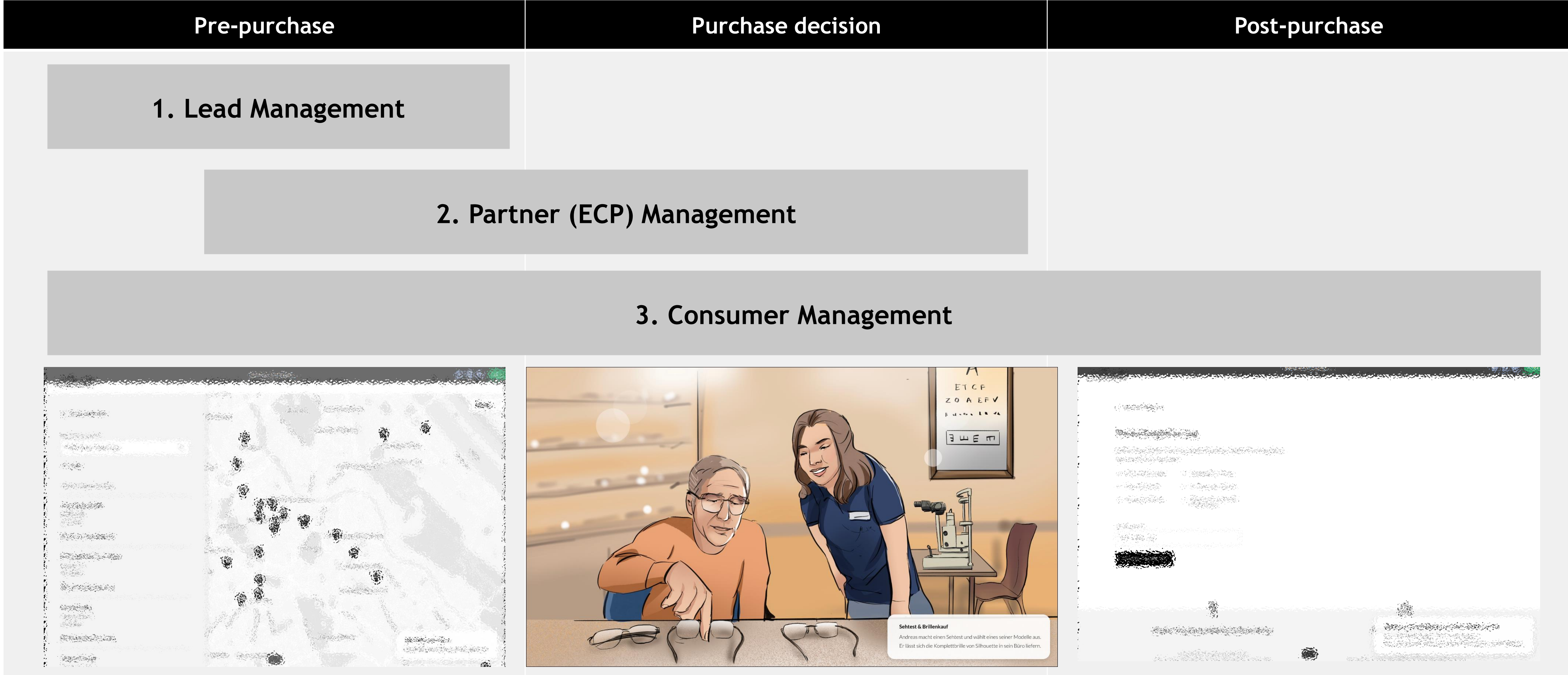




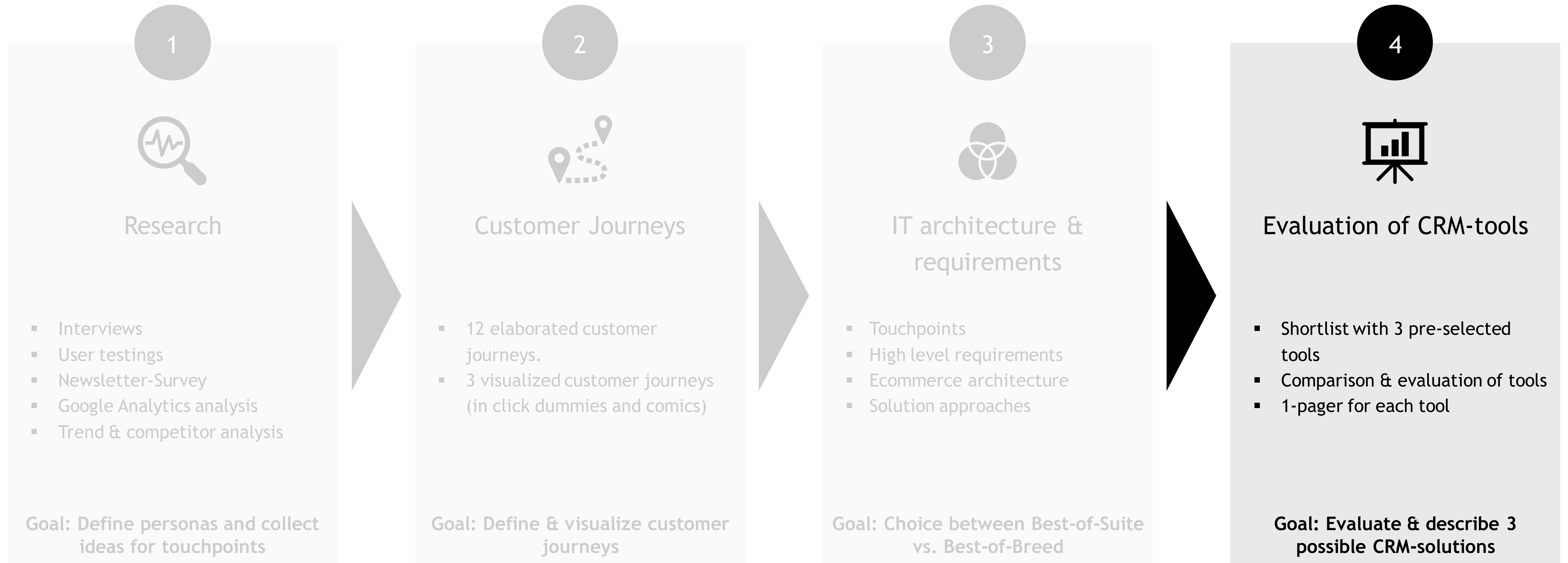
# Step 3: Define IT requirements & architecture



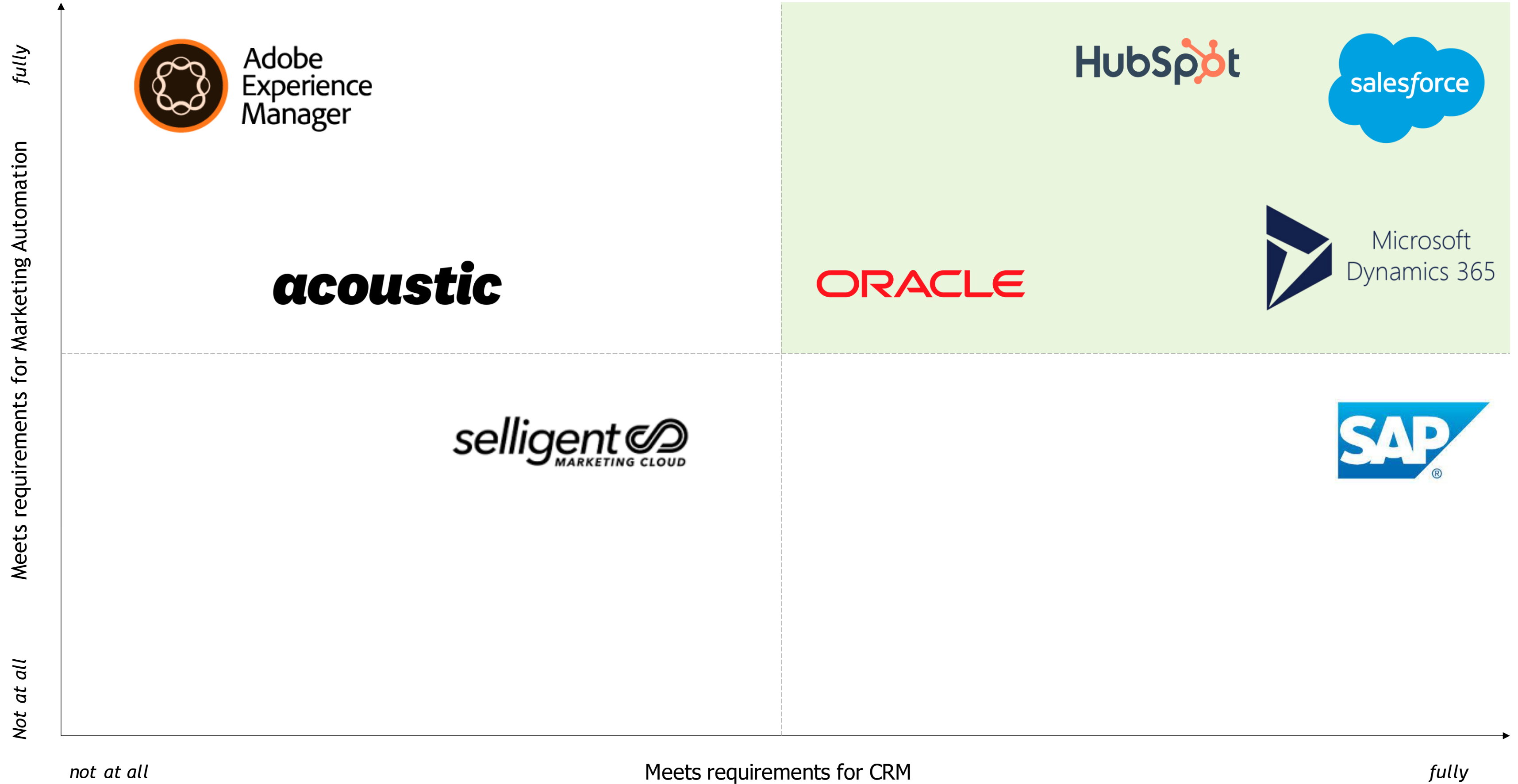
# Our requirements from a CRM-perspective



# Step 4: Evaluate possible tools



# Derivation of the shortlist of tools



# Best-of-Suite Comparison

Success Criteria	Weight	SYSTEM 1 ★★★★	SYSTEM 2 ★★★★★	SYSTEM 3 ★★★★★
Lead Management	x2	★★★★★	★★★★★	★★★★★
Partner Management	x1	★★★★★	★★★★★	★★★★★
Customer Management	x2	★★★★★	★★★★★	★★★★★
Functional Range CRM	x1	★★★★★	★★★★★	★★★★★
Functional Range Marketing Automation	x2	★★★★★	★★★★★	★★★★★
Strategic Fit	x2	★★★★★	★★★★★	★★★★★
Security and data protection	x1	★★★★★	★★★★★	★★★★★
State-of-the-Art User Interface	x1	★★★★★	★★★★★	★★★★★
Pricing (License and Implementation)	x2			
<b>Overall</b>		<b>59/70</b>	<b>54/70</b>	<b>64/70</b>



THE RESULT  
**CONSISTENT CONSUMER JOURNEYS BY  
INTEGRATED PARTNER MANAGEMENT IN  
A HOMOGENOUS SYSTEM LANDSCAPE.**

**Thank you** ✨

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