Marketing, the change catalyst for digital business transformation: Lessons learned from the modernisation of a B2B marketing organisation

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Abstract

This paper first summarises the principal drivers of digital business transformation and their impact on the marketing strategy, customer experience, branding, technology, people, organisation and capabilities. Secondly, summarise key challenges a B2B chief marketing officer (CMO) may face to stay relevant during the transformation journey and what role he or she should play to become a change catalyst in the transformation journey. Thirdly, it presents the framework we applied to modernise the B2B marketing division to become more agile, digital savvy, data driven and revenue enabling to support TM ONE Business transformation and growth aspirations. Outline the new practices that need to be implemented to drive effectively digital marketing, customer journey, personas, content marketing, sales enablement and predictive marketing. The paper concludes with lessons learned from this journey, the importance of balancing between all marketing channels and adopting new digital marketing practices and technologies, automation, people capabilities and skills and how to drive and implement the change management successfully.

Keywords

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PART 1: THE FOURTH INDUSTRIAL REVOLUTION AND ITS IMPACT ON CUSTOMER ENGAGEMENT
Digital natives business setting global benchmark of customer experience

The fourth industrial revolution has long been knocking at our doors. The question of whether we are determined to remain relevant in the market is dependent on how we run our businesses and how far we are willing to move with the market. Businesses that merely retain themselves to survive will not last long, so it is imperative to take a step back and re-examine our business objectives.

To succeed in the fourth industrial revolution, every business in any industry — small or large, local or global, incumbent or challenger in a developed or developing country — must transform and become digital-first in order to guarantee its sustainability, and to determine its future success and survival. Organisations must embrace digital business models, enabling digital technologies and new agile operating models to provide differentiated products with unique customer experiences (CX) to meet, and hopefully exceed, the constant pressure of customer expectations.

> . . . but that was followed by additional revolutions . . . per electricity and computers communications technology. We are now at the early stages of the 4th industrial revolution which is bringing together digital, physical and biological systems.[1]
>
> One of the features of the 4th industrial revolution is it doesn't change what we are doing, but it changes us.[2]

With today's digital lifestyles, customers' expectations as they engage with businesses such as banks, insurance, retailers or telecom and media are based on the notion of 'anytime, anywhere, at any channel and on any engagement devices on a similar, consistent CX'.

Digital is embodied in the lifestyles of not only Generation X but those of all other generations too. Many would opt for Airbnb when they need a hotel room, browse through Amazon or Alibaba when they need to shop, or choose Netflix when they need to catch a movie, GRAB or *GO-JEK* when they need a taxi or food delivered in South East Asia, or even mPesa when they need to make a financial transaction in Africa.

These are only a few examples of how digital native brands use digital technologies to transform the way to engage, connect, create and deliver value to customers. They have successfully attracted millions, if not billions, of consumers globally and by doing so are disrupting almost every industry that is going digital.

A Global Survey by Avanade[3] reveals that buyers are prioritising CX over the price of a product or service when weighing a decision to buy and that this is driving 81 per cent of B2B buyers to choose a supplier that offers a consumer-like experience over an equally priced alternative that does not.

Further support for this observed behaviour is provided by a report from Gartner that stated that 81 per cent of CX leaders report that they will compete mostly or entirely on CX.[4]

Another review, called *The Deloitte Consumer Review*,[5] reinforced these findings, stating that 48 per cent of buyers in general are more inclined to complete their purchase if the suppliers provide them with a seamless customer experience.

This shift in digital engagement has been driving digital native companies, which use digital technologies as the backbone of their business, to redefine their main business principles and strategies so as to enable them to drive sustainable success in this age of the fourth industrial revolution.[6]

This impact is moving across industries, market segments and continents. As customers across the globe are directly exposed to these global or regional brands, their expectation of having the same consistent experience across all their interactions puts intense pressure on conventional businesses that are hesitant to move towards digital. Digital engagement is now the norm, and businesses face the crucial need to transform and adapt to the needs of their customers or risk being irrelevant to the market.

PART 2: UNDERSTANDING THE OVERALL CUSTOMER EXPERIENCE — CUSTOMER ENGAGEMENT AT THE HEART OF DIGITAL TRANSFORMATION

David L. Rogers' book *The Digital Transformation Playbook* highlights five[7] major domains that digital technologies are changing:

a. **Customer engagement**

We are in the age of connected consumers. Customers are more in control and understand, more than ever, exactly what they want — and they know how to get it. Hence the engagement does not stop at the end of a transaction, but is now two-way, continuing across multiple channels and touchpoints.

There is also a need to better understand the role of communities, customer networks and influencers so all engagements at all levels are dynamically leveraged in the digital age.

Understanding personas on each buying journey is crucial to ensure all steps are covered and no gaps left unaddressed. TM ONE, the enterprise and public sector business solutions arm of the Telekom Malaysia Berhad (TM) Group, on its own digital transformation journey, has taken important steps to ensure its customers are understood at all levels while, at the same time, delivering the best solutions throughout the customers' buying journeys.

TM ONE solutions and services have been developed to best cater to its connected customers. With all channels monitored to ensure the services are being delivered from end to end, TM ONE have applied and implemented and at multiple channels, resources and technologies throughout the customer's buying journey.

TM ONE has since made substantial improvements in delivering what is best for its customers. One of its efforts is TM ONE Experience Centre (TM ONE EC) which is located at Level 21, Menara TM ONE, in Damansara Kim, Malaysia. TM ONE EC is an opportunistic space that encourages two-way engagement with customers and partners, at all functional levels. This space is defined and explained further later in this paper.

b. **Platforms and competition**

Digital Economy is blurring industry boundaries. Two or many rival competitors can co-create or collaborate to deliver new experience or new values to better serve customers thanks to the platform-based business models.

Constant competitive pressure from many angles has driven TM ONE to be more precise and adept in managing its revenue target. In light of the organisation's needs to constantly bring agile into all of its business objectives, TM ONE has moved towards enhancing the approach of B2B2X, where revenue can be generated not only by reaching its customers, but also by partnering with strategic system integrators (SI) that would complete TM ONE solutions as well as adopt application programming interface (API)-based technologies that would connect legacy systems to newer digital platforms.

In this era, it is more apt to have APIs that help businesses to slowly transition themselves to adaptive and newer infrastructure. It is apparent that there are many SIs in the market that could help larger businesses further. However, many of the SIs have capabilities that can cater only to smaller business, hence by partnering with TM ONE they are able to expand their services on TM ONE Hybrid Cloud solutions stabilised with Twincore capabilities.

c. **Data and intelligence**

Digital technologies allows companies to be hyperconnected and hyperaware.

Digital native companies can turn data into knowledge and monetise data hence providing an unprecedented competitive advantage. The power of customer analytics and omnichannel capabilities deliver continuous, curated touchpoints across all channels of the customer journey.

Big Data analytics has made a huge dent in the business. A lot of the processes are now analytics driven, and managements are more confident in making crucial decisions with analytics alone.

TM ONE has capabilities that enable businesses to drive further into the digital market. The analytics-driven solution, which caters specifically to the retail market, has proven to be the most practical for the mall operator to enhance its marketing campaigns. This same concept is also being used by another business that runs fast-food restaurants in Malaysia.

d. **Innovation at speed**

Agility, risk taking, design thinking, co-creation with customers, endless experimentation and many other new innovation principles are part of the DNA of successful Digital Native companies.

In this day and age, scrumming consistently for a single project is considered much more practical than to wait until the project can be fully utilised in the market. Companies evolve into digital native organisations by trial and error.

Design thinking is always at the centre of TM ONE's business. This approach has made TM ONE's way of running a business more agile, while understanding the risk involved along the way. By doing so, the solutions developed by TM ONE's product team can be fully integrated into legacy systems and connect businesses with newer infrastructure. This gives TM ONE time to understand its customers'

crucial business requirement at every step of their digital transformation.

e. **Value shift**

The value perceived by customers is changing rapidly in the new digital edge. A dynamic value proposition tailored to personas and communities instead of market segments or industries are most needed to rapidly adapt to the fast changing market conditions.

The value attributes and attached experience will no longer sit with one industry or market segment but sets the benchmark across industries. For example, dynamic pricing or pay-per-use can appear in one industry, however it may set new expectations for other industries as well.[8]

Value shifts involve understanding where the customers are at each touchpoint of their buying journeys. Customisable solutions are more widely accepted than products with shorter life cycles, as customers are always changing. TM ONE has striven to ensure that its people are able to proactively and pragmatically devise suitable solutions that address not only current issues but also future ones.

TM ONE has pushed its analytics capabilities forward to further automate itself so that it can help customers further. TM ONE believes that having digitised assets and resources can help it evolve more strongly into a digital native organisation. In doing so, it has helped many of its customers realise their revenue growth by demonstrating analytics capabilities in specific functions.

Take marketing, for example. TM ONE adopted an automated e-mail marketing system that has helped it to better understand its own customers and develop more targeted marketing campaigns. It found that the resources and budget used in each campaign are more streamlined and affordable,

thus enabling the marketing team to execute more targeted campaigns at half of the original cost. This same automated concept was then demonstrated to customers, and the end results were positive, such that the customer sought adoption of the same technology in its other business.

These changes are driving profound reform in the way marketing is organised and what it should deliver — as Keith Weed, of Unilever, would say, 'We should no longer be talking about "digital marketing" but marketing in a digital world.'[9]

PART 3: AN AGILE BUSINESS MODEL — WHAT IS MARKETING IN THE DIGITAL WORLD, AND HOW DO CMOs TAKE ADVANTAGE OF IT?

On the basis of the company's vision and its digital transformation map, the chief marketing officer (CMO) will be in a position to define the future state of the marketing organisational capabilities, structure, tools and processes and become the catalytic accelerator in the digital business transformation journey. These current and future 'states' are justified through a gap analysis evaluation of how well the internal resources are coping and utilising skills and competencies specific to their functional and technical areas such as in programming/application development, project management, help desk/technical support, security/compliance governance, Web development, data administration, business intelligence/analytics, mobile application and device management, networking, Big Data, marketing automation, communications, human resource management, procurement automation as well as facility management. By understanding these gaps, the CMO is then able to contextualise the type of technology capabilities suited for the organisation as a whole.

The case for a traditional or incumbent business to transform itself

For an established company, the need to transform is driven by the fact that most of the revenue is generated from a few essential products that may become obsolete or commoditised owing to digital innovations. The perceived value of such products diminishes over time, impacting both revenue and brand equity. With the speed of disruption of digital, the business has very limited time to transform and innovate to create new values and compete effectively.

The fact that established companies need to act and transform quickly is supported by a World Economic Forum 2016 (WEF 2016) study that provided evidence that 'new digital business models are the principal reason why just over half of the Fortune 500 companies have disappeared since the year 2000'.[10] The areas that needed to be revamped and realigned involved the entire organisation, with skills, competencies, technological capabilities and processes aligned to the overall business objectives. They were as follows:

Skills and competency gaps: The TM ONE human resources team identified crucial skills and competency areas that needed to be fulfilled covering technical, functional as well as soft skills. Alongside the training programme, they also ran a mentor–mentee programme where highly skilled resources scheduled knowledge sharing sessions for the rest of the organisation.

Technological capabilities — out with the old, in with the new: Teams under business technology realigned their existing product catalogue and streamlined all crucial products into four major clusters. The main objective was to create an ecosystem of technological capabilities that could be applied agnostically and

improved on the basis of market needs. Positioning these clusters in an agnostic ecosystem enables businesses, partners, individual contributors as well as customers to create mutual value for all parties involved. This ecosystem of players enables all parties to work towards a common goal and achieve a complete alignment of the value chain.

Digitising and digitalising businesses: TM ONE has undergone a massive change in aligning internal processes. Throughout the change process, the transformation and project management team found countless redundant processes that were escalating the operational costs unnecessarily. Realigning internal resources that were handling these redundant processes was a lengthy process as the team had to

evaluate relocation of resources and match them to the right functional areas in the organisation (Figure 1).

The marketing modernisation journey

In alignment with the digital business transformation roadmap (Figure 2), the CMO must structure their roadmap so as to transform the marketing division from a traditional silo mindset to a data- and digital-driven marketing unit.

This requires CMOs to orchestrate and execute, in coordination and partnership with their internal and external stockholders, six board initiatives, namely to align the brand and culture with the new digital promise, equip the sales form with new value proposition and customer
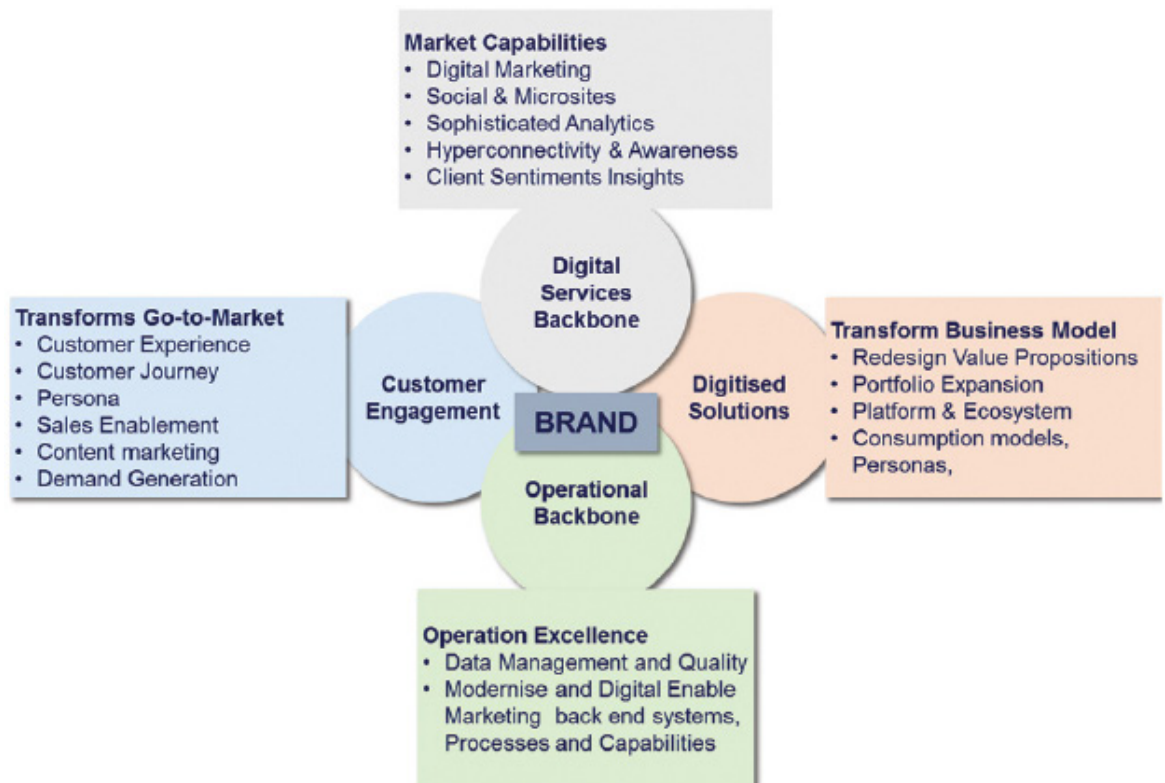
Figure 1 TM ONE's digitalisation framework
Source: Adapted from Information Systems Research (CISR), MIT Sloan.
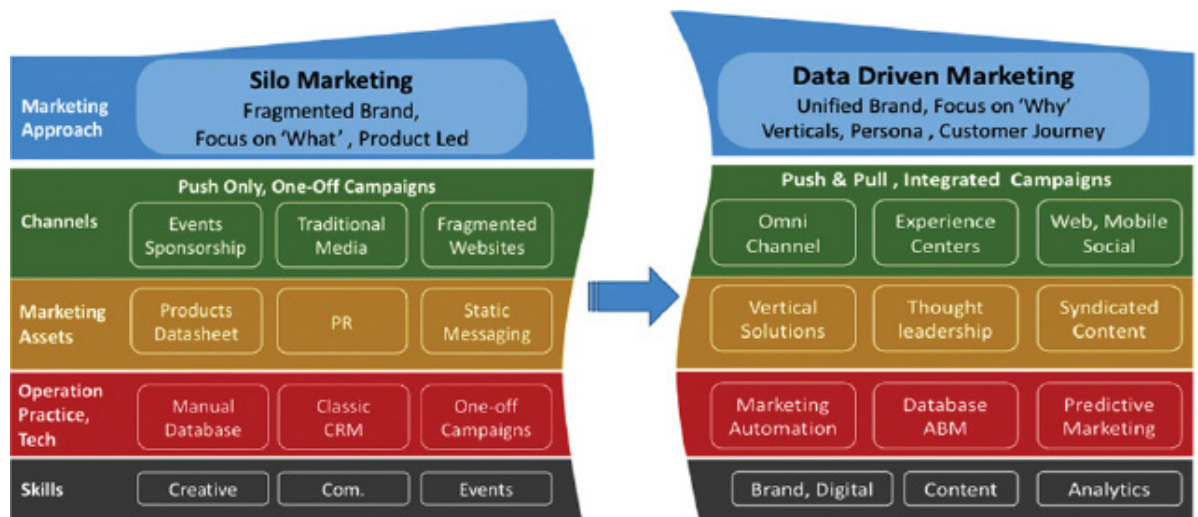
Figure 2 TM ONE's digital business transformation roadmap
Source: Adapted from BCG report.

engagement models, master content marketing and align it with the new customer journey, reinvent demand generation and lead generation, define new ways to drive customer intimacy and brand experience, and, finally, invest in new digital enablers that would support the company's aim of becoming a data-driven marketing organisation.

One of the initial initiatives to ensure the marketing was better equipped in skills and competencies was the 12-week mini MBA marketing boot camp co-organised with the Multimedia University (MMU). Attendees were required to attend a weekly programme designed to expose them to several topics such as promotional effects of brand awards, market orientation and customer-centric talents within government-linked corporations (GLCs), innovative online self-service technology, brand country of origin promotion and its ethnocentric effects, as well as branding halal as a penetration strategy into non-traditional markets.

Another alternative training programme that was organised was on-the-job coaching by the panel agencies, where the marketing team was exposed to an agency's methods of marketing the brands, along with simple case studies of the agency's existing clients. This initiative was aimed at giving the marketing team a first-hand view of practical campaigns that have worked for other companies. These agencies also presented a one-day session on how to develop short, consistent and impactful content and taught the marketing team to re-evaluate the existing content curation methodology and apply the most practical way to curate content for the right market segment.

PART 4: AN AGILE PRODUCT PORTFOLIO — HYPERCONNECTED ECOSYSTEM IS DRIVING THE MARKET BEYOND DIGITAL

In the world of hyperconnected, customers, businesses and even machines are intertwined and interlocked with each other. Enabled by Internet of Things (IoT), 'a system of interrelated computing devices, mechanical and digital

machines, objects, animals or people that are provided with unique identifiers',[11] it transcends continents, enabling instant communication between machines anywhere, at any time.

The world is filled with devices — machine-to-machine connectivity is pushing boundaries across industries — for health monitoring and calorie counts remotely checked by a physician hundreds of miles away, home owners monitoring their homes through mobiles, touching your cards to a credit card terminal to make purchases, hotel booking for a short stay or even beating the daily traffic with a single click. Welcome to the new era of IoT, driving the hyperconnected world, causing disruption both at work and at play.

A Hyperconnected Ecosystem changes people's lives. Widespread digitisation in personal lives and businesses creates a platform for a revolution triggered by the hyperconnected IoT world, a hyperconnected ecosystem with a foundation which displays an array of solutions and capabilities optimised to enable businesses to be ready for tomorrow. With core solutions and services capabilities that enable the foundation of an intelligent hyperconnected ecosystem beyond connectivity and security, it takes businesses beyond digital interoperability, thus creating value for supporting businesses on their transformation journeys.

A CMO who plans to take on the data-driven transformation journey must first ensure the organisation is equipped with an agile product portfolio of a hyperconnected ecosystem well suited to the digital market. The CMO must understand that businesses are finding ways to best cope with the new security and analytics challenges that the coming flood of IoT data will bring to their data centre. The closer these businesses get to full-fledged IoT infrastructure, the clearer it becomes that software-defined networking in a wide area network (SD-WAN) technology will be vital for successful operations.

TM ONE is positioned as the one and only enabler for the hyperconnected ecosystem driving businesses into digital by realising the full potential of their digital opportunities. TM ONE secures a hyperconnected ecosystem for today's business and beyond, made possible with TM ONE's complete digital solutions enabled by high-performance connectivity and integrated security technologies as unique as a fingerprint. The seamless vertical and horizontal solutions are brought together by people, processes and state-of-the-art technology.

TM ONE's core solutions and services capabilities enable the foundation of an intelligent hyperconnected ecosystem beyond connectivity and security. Leveraging on its complete digital solutions offerings across SDN-NFV, hybrid cloud, cybersecurity and smart services, bundled with analytics, TM ONE will fulfil the needs of businesses in embracing digital convergence as the next frontier of advanced innovation.

PART 5: BUILDING INTERNAL BRAND EQUITY — ALIGNING THE BRAND AND CULTURE WITH THE NEW DIGITAL PROMISE

Digital transformation creates expectations from customers, employees and stakeholders that companies must either meet or exceed. This creates new opportunities to revisit and reinforce the brand and culture both internally and externally. Brand and product positioning as well as brand essence must be revisited to align with the new digital transformation aspirations. This is especially

important if digital transformation leads to expanding your product portfolio to address new needs in new market segments that may require a repositioning of your brand.

You may find yourself competing in a different brand category with new players or even a new market segment. Therefore, you may want to evaluate the opportunity to rebrand your new digital business or relaunch your monolithic brand.

TM ONE adopted a brand architecture consisting of corporate branding at the group level and one GTM brand for each market cluster or segment. 'TM ONE' becomes a consolidated brand for all B2B market segments.

Consolidate B2B GTM brands under a unified brand TM ONE

TM's B2B segment was originally from five disjointed B2B brands that cater to an overlapping market segment. There was a need to realign its business branding so as to preclude any more confusion over which company it originates from and further support the transition to a digital business. TM worked to consolidate its five disjointed B2B brands and rebranded the entity as TM ONE.

The wordmark TM ONE was based on the sole capabilities of TM and its business clusters. To position its product and solutions further, the basic messaging aligned towards 'Only TM ONE can enable you to realise the full potential of your digital opportunities'. And as an overarching brand position, TM ONE went with the basic messaging of 'Business celebrations like these are made possible with TM ONE'.

TM ONE brand essence

To ensure that TM ONE is seen as the enabler of businesses, it lays down a guideline for all employees to reflect their behaviour

to customers. In short, TM ONE is portrayed as an entity that gives the impression of reliability — emphatic towards the needs of customers, committed to delivering its product and services, with integrity permeating each step of the process. And to further entrench this, TM ONE has integrated the need for its employees to reflect the essence of being reliable or accessible, collaborative, proactive, accountable and professional or respectful in each of its functional roles (Figure 3).

The brand and culture team, which was assigned to handle culture-specific awareness, ran a scheduled brand and culture work shop to ensure that each employee understood the need to portray the behaviours mentioned. The first few sessions started with the middle management, followed by their teams. The team took an intensive 12 months to fully ensure that all employees were covered (Figure 4).

TM ONE logo rationale

The 'O' in TM ONE's logo is called 'Radii' (pronounced as Rad-dee), a name derived from the word 'radius'. It represents the company's 360-degree approach and spread of solutions, which stems from the perpetual innovation and close collaborative relationship with their business customers.

'Radii' also sounds similar to 'ready', which reflects TM ONE's readiness to embark on a journey through a new business landscape beyond connectivity. The forward leaning position of the logotype that follows the TM master brand is all about progress and growth.

'Sky Blue' is the selected colour for the TM ONE logo because it is close to the mother brand colour palette. This lighter shade is often associated with easy living and convenience, which is the ultimate digital experience (DX) for end customers as they embark on smart solutions from TM ONE.
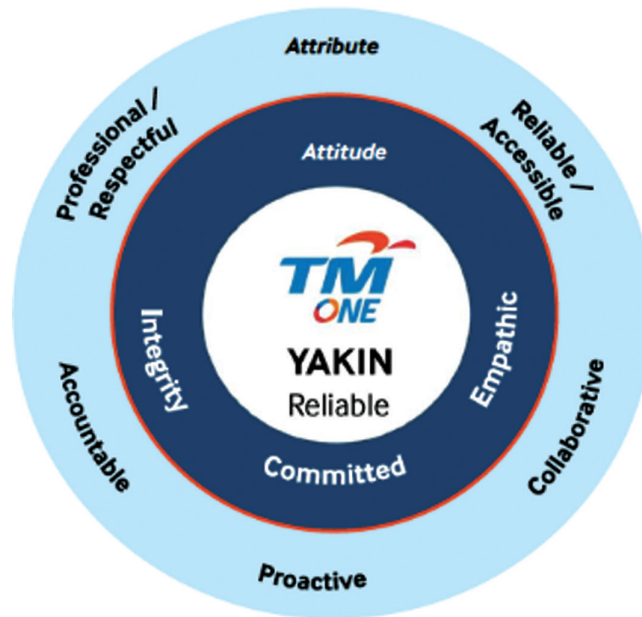
Figure 3 TM ONE brand essence

Figure 4 TM ONE official logo – fronting all B2B brands under TM

The warmer hues of red, orange and TM ONE orange symbolise energy, passion and commitment, attributes that highlight their operational excellence.

Bringing the new digital brand to life — Defining the brand promise — 'CONSIDER IT DONE'

As an overarching message dedicated to its customers, TM ONE showcases itself as an entity that promises to deliver the best in end-to-end product and solutions.

Positioning itself as the entity that is capable of doing all that is needed, at the right time, at the right place and on the right platform is crucial in portraying the brand promise in its entirety (Figure 5).

Redefining the reasons to believe

The message is then reiterated in each of the verticals that it delivers to. The key visuals created depict its capability to deliver its seamless end-to-end solutions by portraying the 'reasons to believe' for a customer to trust TM ONE as an entity that reliably provides the solutions to each of the verticals (Figure 6).

TM ONE driving itself as digital first

TM One maximises the BTL approach by revamping the website as a flagship-owned media in all three phases of the 'CONSIDER IT DONE' campaign (Figure 7).

Figure 5   TM ONE's key visual to exemplify its brand promise

PART 6: THE PEOPLE BEHIND THE SCENES — ENABLING SALES WITH NEW VALUE PROPOSITION AND CUSTOMER ENGAGEMENT MODELS

Today's customers are hyperconnected, well informed and digitally savvy and expect to see this reflected in the sales representatives they engage with and they need to trust employees will be able to identify and solve customers' business problems. Digitally enabling the sales force with the right value propositions, use cases, customer insights and competitive information is becoming table stakes to stay competitive and meet the customers' evolving expectations in the new digital era.

This requires equipping the sales workforce with the value propositions, relevant content, case studies, sales tools and customers' insights they need to effectively engage proactively with customers and prospects during the customers' buying journeys.

A modern sales enablement division must orchestrate digital enablement tools and platform, create and distribute effective and engaging content and, finally, act

Figure 6   TM ONE's vertical and horizontal key visuals that depict the essence of 'reasons to believe'

Phase	Awareness and Thought Leadership	Extend Expertise	Cultivate Trust
Objective	Introduce and explain the philosophy of 'Made possible'	• Showcase credentials and Position TM ONE as an Expert • Possibility to create leads	Deliver the promise of 'Made possible' through product and services demonstration.
Key Message	Digital transformation in Malaysia is made possible by TM ONE.	Vertical solutions from TM ONE answers the specific needs of industries' challenge in Malaysia	TM ONE products and services are proven to make possible a digital transformation to our customers.
Channel	• Targeted ATL & OOH • Direct (EDM) • Content (Linkedin) • Search Engine	• Targeted ATL • Direct (EDM) • Content (Linkedin) • Search Engine • Events (DX Economy Summit, CEO Luncheon) • Microsite	• Direct (EDM) • Content (Linkedin) • Search Engine • Webinars
Assets	• Key Visual • Infographics	• Key Visual • Infographics (vertical industry) • OneTX - Digital Transformation Accelerator tool	• Infographics (products & services) • Whitepapers (trends & case studies)

Figure 7 Example of how TM ONE orchestrate its BTL campaigns on various platforms

as a catalyst for the sales community to collaborate and consume the content, share knowledge and successful practices. To be successful at this task, the sales enablement unit needs to collaborate with the product, content marketing and sales teams. They are required to know each customer's business imperatives, buying journey, persona involved in the buying cycle, and how the sales force engage with their customers at each stage of the sales cycle. Only then can they orchestrate perfectly the engagement with the sales force. Leveraging digital technologies, social platforms, virtual sales coach, sales simulation and gamification can have a profound impact on sales capabilities and their performance. This is elaborated upon later in this paper.

Master content marketing, align with customer journey

Your product portfolio, customer engagement and business model may evolve as you progress through your digital transformation. This makes content marketing even more critical to the success of your transformations. Brand reputation can be improved by building trust through sharing content, expertise and your thought leadership marketing. Engaging and educational content can change perception about your brand positioning.

A huge effort will be called for if you are to transform your company from a legacy core business to a new digital business. Valuable content, case studies and thought leadership are among the numerous prerequisites to redefine your brand and value proposition as you aim to gain more customer trust. In case your product portfolio expands rapidly and/or industries you serve become more diversified, you may face a scaling issue in content creation and distribution.

The challenges that you face may include how to produce relevant content that engages target audience with

the required frequency and quality. The first option to address this scaling issue is to leverage your ecosystem relationships and their content. This will need strong curation capabilities to ensure that your brand and your value propositions stay strongly visible and not overshadowed by your ecosystem partners. The second option is to consider working closely with professional market research or industry magazines to outsource some of the content creation and curation. The second option works well for highly engaging, high-quality long-form creative content. You can also consider co-branded content with some of these professional organisations to gain more visibility and credibility.

The content strategy structured for TM ONE is defined by the trends and the course that many businesses are charting. For example, content dedicated to answering the question of what is best for a company is well suited to the C-suites, while content that is technical in nature is targeted at functional heads that handle specific functional areas in an organisation.

TM ONE has developed a number of articles dedicated to C-suites as well as functional heads. Topics are selected on the basis of analysis and surveys from research houses and deliberated further with explanations as well as use cases and case studies on each vertical.

To ensure this content is well distributed, TM ONE has planned an agile content marketing strategy in each phase of the customer's buying journey, so that this curated content can be utilised at any time of the year (Figure 8).

This content is then spread accordingly throughout the year, based on the analysis and trends gathered from research houses, as indicated in Figure 9.

With the agreed topics in place, the curation of these contents is then deliberated and brainstormed between many parties, which include teams from product development, product marketing, vertical sales, vertical marketing as well as integrated marketing, and the final deliberated content is fully owned by the vertical marketing team. Strategic communications
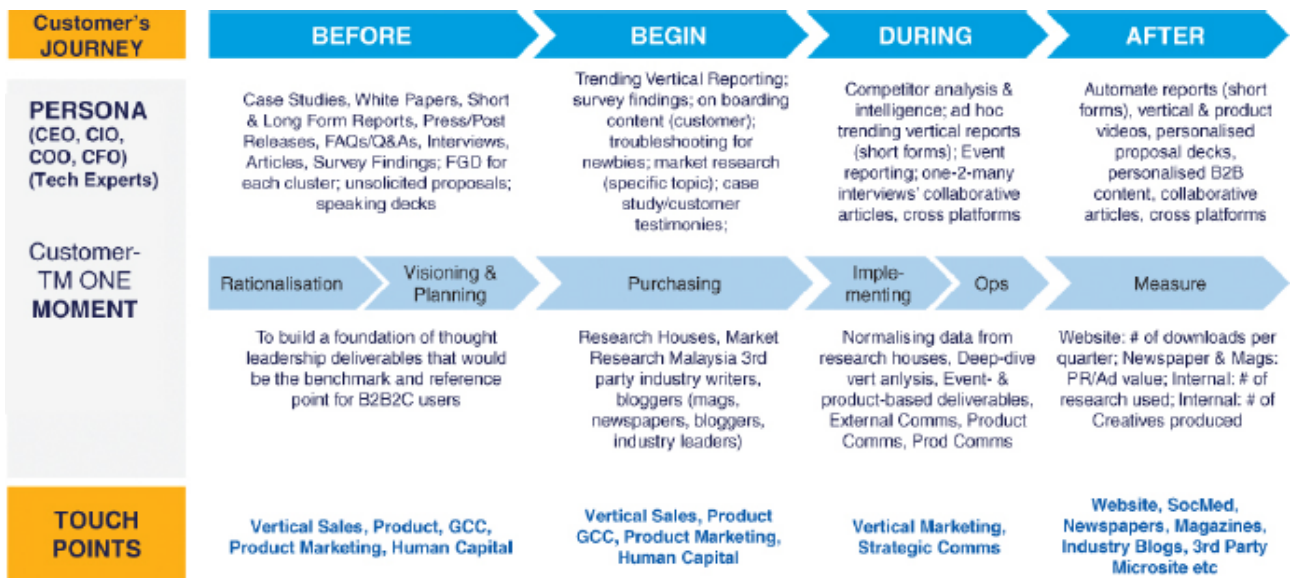

Figure 8 Mapping content on each customer buying journey phase

Figure 9 Content marketing calendar

will come in once all content is finalised, and they will add storytelling, ensuring it is described in a customer-centric manner.

The finalised content is then sent off to the creative team, where they will lay out the text based on TM ONE's branding, with further deliberation in between so that visuals used throughout the pages are adapted according to the storytelling.

The final product is then scheduled to upload on various platforms. In this case, TM ONE emphasises on its website, and promotes the content further through its social media platform on LinkedIn. Influencers are encouraged to further promote the content on an overlapped target market so that the postings will reappear frequently on newsfeed as and when needed.

This uploaded content is measured mainly in terms of the consumed percentage on both the website and the social media account. Consumed, in this term, is defined as the total number of downloads on the website and the number of views and click-throughs on LinkedIn.

Content measured is then analysed further and based on a certain benchmark. Content with a lower percentage is then taken off the website, while the ones with a higher percentage are highlighted further with support from market research.

Content is like any product in that unless you have a well-defined distribution and promotions strategy nobody will find it, and will not be able to even engage with you. For promotion there is one single rule: go where your audience spends most of its time — Facebook, Twitter, LinkedIn and any social media platform relevant to your audience.

Reinvent demand generation and lead generation

TM ONE has a team that drives both demand and lead generation. In this context, the demand generation team is tasked with looking out for any sales opportunity through which they can push products onto the customer. The lead generation team then nurtures these leads from the demand generation team until customers are interested in the product offered to them.

However, the conventional way in which the demand generation team creates demand in the market no longer works. Merely pushing features and benefits would only tick customers off altogether, and it is no longer about merely pushing qualified leads to the sales team.

Now it is about the customer. Customers are demanding customised experiences that relate to them directly. And in order for the demand generation team to create that relationship, they must first master the customer buying journey and understand individual personas as well as collaborate with the customer services team to gain more insights about the customer.

A data-driven organisation relies heavily on the information on what, why, where and how customers buy their desired products. By understanding even the slightest detail, the demand generation team will be able to upsell products or services at any time, any place and on any device. This makes it easier for the lead generation team to nurture these leads further and hand them over to the sales team to close the sale.

The B2B buyers' journey is evolving rapidly

Understanding how the buyer's journey evolves in tune with your product portfolio and your industry coverage is critical to redesigning your demand and revenue generation unit. You need to start with customers' business imperatives, the outlook of the industry, the challenges they are facing and what content can get their attention the most.

In B2B the buyer is very different from the end user. Even buyers may have multiple personas or roles — they can be decision makers, influencers, evaluators and instigators. All of them may have an opportunity to interact with your content

or attend some of your events — hence mapping them to the buyer's journey and with any kind of interaction they trigger is important to identify new buying signals and new leads opportunities.

The B2B persona

Understanding B2B persona is essential to develop customer intimacy and a trusted relationship. We must consider real people working in the organisation; the first option is to look at the persona by function and role in the organisation and the values they focus on. A more sophisticated and forward-looking way is to define persona based on behaviours and communication profile (Table 1).

Integrating insights into client sentiment

Integrating client sentiment with the predefined persona provides valuable insights into customers' sentiments, past purchases and potential signals for future needs and intentions. This is possible by establishing a complete digital voice of the customer. Only with this can you cover the relationship attributes with the customers, namely satisfaction, easy, promote, care and trust (Figure 10).

Persona-based sentiments are essential to understanding the expectations of a persona towards more powerful engagement. We can extend the insights to have a segmented view by industry, vertical market, geography, size of the company, number of years of doing business with our brands, etc.

Integrated data management and quality

Integrated data management is vital to the success of combining clients' insights with

Table 1 TM ONE's custom definition of each persona

The Persona						
Mysterious	*C-Suite*	*Manipulator*	*Penny Pincher*	*Executor*	*Specialist*	*People*
Undefined role	Decision Maker	Influencer	Gatekeeper	Implementer	Operation & Maintenance	End User
Curious stakeholder	Most important executive who makes the final purchase decision	A person or group of people whose effect on the purchase decision is in some way significant or authoritative	A person who has the authority or ability to control access to decision makers or to certain information	The person who puts the solution into practice	The person who ensures the solution is working fine and efficiently	The person who actually uses the solution as opposed to the person or organisation that author-ises, orders, procures or pays for it
The Business Value						
Undefined	Economic: Business Outcome	Strategic: Standard & Policy		Operational & Technology		Features, Capabilities, Usability

Source: Adapted concept from SFDC.

persona and customers' buying journeys. This is a painful exercise, but is inevitable if you are to be able to use new marketing tools such as advanced analytics, artificial intelligence and machine learning algo-rithms to drive personalised, predictive marketing campaigns and account-based marketing.

This process will need multiple iter-ations, and you will need to apply more agile methodologies, set achievable targets for each iteration and keep enhancing the quality of data over time.

This is a simple integrated data man-agement and quality life cycle that could be used (Figure 11).
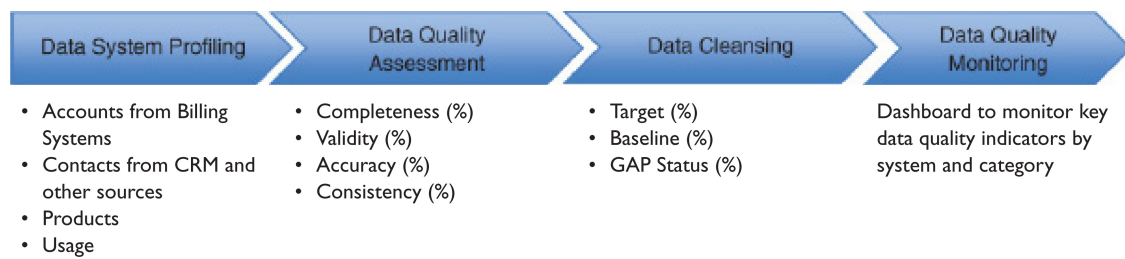
Defining new ways to drive customer intimacy and brand experiences

An experiential journey opens up the opportunity for a company to visualise

SATISFACTION	EASY	PROMOTE	CARE	TRUST
CSAT (client satisfaction) Is at the surface of client experience, reflecting the overall experience with the brand	NES (net easy score) Measures the level of transactional experience at designated touchpoint	NPS (net promoter score) Is the key measure of clients' overall per-ception of our brand and the relationship built around it	NCS (net care score) measures how much the clients realise that our brands care about their success and investment returns	NTS (net trust score) Ultimately, it is about whether or not client sees our brand as their trusted business partners

Figure 10 Framework on how TM ONE measures customer sentiments

Data System Profiling	Data Quality Assessment	Data Cleansing	Data Quality Monitoring
• Accounts from Billing Systems • Contacts from CRM and other sources • Products • Usage	• Completeness (%) • Validity (%) • Accuracy (%) • Consistency (%)	• Target (%) • Baseline (%) • GAP Status (%)	Dashboard to monitor key data quality indicators by system and category

Figure 11 Framework on how to manage and monitor customer data throughout

how it portrays its physical DX to the customers. TM ONE embarked on a game changer where it constructed a space that exemplifies how the brand positioning is manifested in the physical digital space. TM ONE EC was created to embody how digital can be seen, felt and experienced at each step of the CX.

How this space manifested the experience is quite simple. TM ONE EC helps to entice business customers' DX through seamless vertical and horizontal solutions that bring together people, processes and state-of-the-art technology in one space. It is an immersive environment where customers, employees, partners and other relevant stakeholders experience how TM ONE intends to make 'life and business easier for a better Malaysia'.

It is an opportunistic space that inspires the ideation for customers and partners to nurture the collaboration and innovation spirit. It is a strategic tool to engage with C-levels, decision makers and influencers to showcase how TM ONE will drive digital transformation in Malaysia and in the region.

All engagements are carefully planned and matched with the right journey, and are fully guided in order to ensure satisfactory and exceptional first-hand experience of TM ONE solutions (Figure 12).

Invest in new enablers with the aim of becoming a data-driven marketing organisation

People and culture

Becoming a data-driven marketing organisation is a journey in itself. It is not only about having the right analytic and Big Data technologies combined with a full martech stack in place or about implementing new management methodologies or setting up the right metrics and KPI(s), but primarily about the following:

- The people and the reactive mindset required to shift to proactive thinking.
- The organisation evolution from a silo marketing campaign to a new agile and data-first organisation.
- The ability to coach and mentor diverse teams to collaborate and perform complex tasks to the highest ability with effectiveness and practical outcomes in mind.
- Attracting and shifting talents from the traditional specialised marketing skills to developing more 'T-shaped marketers' with baseline capabilities in digital and analytics.

For a company to turn itself into a data-driven entity, it needs to drive its people towards it. The TM ONE human resources team encountered various challenges identifying what skills are needed

Figure 12   Photograph of TM ONE Experience Centre – housed in Level 21, Menara TM ONE, Kuala Lumpur, Malaysia

in order for their people to be mentally data driven as well as proactive in fortifying innovative ideas that would help the company.

After a gap analysis series, the human resources team came up with a training schedule specifically for functional and technical areas in programming/application development, project management, helpdesk/technical support, security/compliance governance, Web development, data administration, business intelligence/analytics, mobile application and device management, networking, Big Data, marketing automation, communications, human resource management, procurement automation as well as facility management. The talent pool has gradually moved from a silo mentality to a more diversely skilled workforce. Besides being trained in functional and technical skills, the people were also coached in soft skills.

The company also embarked on a mentor–mentee programme, involving knowledge sharing sessions run by highly skilled people in the organisation for those who are keen to learn. This initiative alone has helped the company save on external training costs that would have been incurred through training each individual.

These initiatives have helped the people to be more suggestive in regard to how they can help the company move in tune with the changing market. With the skills intact, it has enabled the organisation at every level to exploit all sources of data and analytics to drive proactive two-way customer engagement further.

Process automation

Once the people are all aligned, and dynamically in place, the organisation can then move towards the technological

part of the change — automation. For a data-driven marketing organisation to move quickly with the market, it would need to have a cohesive data warehouse to complete the automation. And with data cohesively in place, it will ease the process of scaling capabilities among the people involved.

The challenge with data in any evolving organisation is that if it is not properly managed, or even insufficient, it will be hard for any organisation to understand the process of tackling multiple personas, handling various platforms and managing varied touchpoints. It has to be scrutinised further and kept on a platform that would ease any attempt at scaling with the changing market. Data, when used correctly, can be moulded into analytics that would help any data-driven marketing organisation plan its integrated campaign and target the right customer at the right place.

Before the TM ONE marketing team embarked fully on an automation journey, an evaluation was done on a third party SQL-based e-mail marketing platform that was equipped with an analytics reporting dashboard. This platform was used to send out survey-based e-mails to customers from both the enterprise and the public sector and gather their views about how the company had performed for them.

For TM ONE, this was the first attempt to automate its marketing campaign. Throughout the survey campaign, it was evident that the customers were not used to receiving e-mail-based marketing from the company, as the count on 'open', 'open and unique clicks' and 'open, unique clicks and survey answered' was very low even in the first week of the campaign.

This indicated that the customers were used to having account managers servicing them face-to-face and that receiving e-mail-based marketing invites from the company was considered alien to them.

Throughout the survey campaign, less than 10 per cent of the customers actually clicked on the survey link and answered the questions, while the rest, according to the e-mail marketing dashboard, were marked as either 'not open', 'opened, but no unique clicks', 'soft bounced' or 'hard bounced'.

The results garnered throughout the campaign did, however, provide an indication of how customers think of the company. The indicative focus-group reporting produced provided enough evidence for the marketing team to move to a more comprehensive automation tool.

The automation tool was selected on the basis of a prerequisite to have visibility in each campaign for every dollar spent. This automation tool was equipped with features that reflect time and money spent throughout each campaign executed. With the evidence in place the management approved the budget.

The team faced multiple challenges along the way, one of the main ones being to train users to use the tool. As the automation tool was more comprehensive, it took the users a minimum of three months to develop just a superficial understanding of it. Time spent to reskill users to this new automation tool took too long, and hence many of the campaigns that had originally been planned to be executed automatically were moved back to manual processes.

After the fifth month, users became more adept with the tool. Campaigns that were running manually were slowly transitioned onto the automation platform. The team are now able to scrutinise analytics more comprehensively and execute campaigns effectively.

Another obvious challenge was data upkeep and management. Much of the

data that was meant to be used for the campaigns had to be discarded as it was apparent it had not been updated. Thus, many of the campaigns that were executed were used to 'clean' and update the current data. Very often, the team required the account managers to update data at their end whenever it was found unusable for any marketing campaigns. However, the team managed to clean up the current data and use it for the succeeding campaigns.

The team also encountered challenges in whitelisting Internet protocols (IPs). Besides running external campaigns, the team runs campaigns internally too. The company's security measures were so tight that many of the internal campaigns were 'bounced off' automatically by the security system. The team worked together with the networking and security team to whitelist the IPs used in the automation tool. Even after a few attempts at whitelisting the IPs, e-mails were still 'bounced off' the security system. The issue was that in order for an external e-mail using a different IP to enter the mailbox, it would require the e-mail user to release the e-mails and tick the e-mail IPs as partly 'safe'. The team have found that only by doing this does the e-mail reach its intended recipient.

These challenges were among the few the team encountered since taking up the automation tool. However, it is believed that with the right automation tool in place, data collected from all touchpoints can be used as a foundation to model campaign scenarios and help demand generation move forward.

The initial campaign that was run on an SQL-based e-mail marketing platform was handled by one single user for two months. The rest of the campaign on the automation tool was run by several resources through a specified period.

Product go-to-market alignment

Moving in parallel with automation, there is also a need for a data-driven marketing organisation to align itself with the product development team. As the country moves towards digital, there will be a need to identify what technological tools are needed to drive the nation's digital economy further. And understanding what the product development team offer would help to better steer the data-driven marketing organisation in the right direction in the market. With the right technology in place, at the right time, with the right scope and at the right budget, companies would be able to move quickly in their digital transformation journey.

Capabilities to digitise and digitalise businesses can successfully aid companies that are ready to transform their organisations. Meshed together in an integrated manner, solutions that are geared towards challenges faced by all the companies across all industries in Malaysia will be able to focus their strategies in order to undertake strategic initiatives that would greatly amplify their revenue generated income.

Amplifying sales pipeline and revenue contribution

To aid sales in amplifying their pipeline and boosting revenue contribution, a data-driven marketing organisation would need to work toe to toe with the sales team and plan strategic campaigns targeting industries that are already in their digital transformation journey. With the right data in hand and by knowing which industries are actively moving towards digital, it will be easier for a data-driven marketing organisation to strategically target their campaigns at the right time, at the right place and with the right device.

Best-in-class content

A data-driven marketing organisation that understands the benefit of good communication prioritises and constantly strives to achieve fluent 360-degree communication on all owned, earned and paid platforms. With the right execution and the right messaging, trust and credibility is built for the long run.

There is always a need to realign the units from within to meet the demands of other departments in the organisation, especially corporate, business technology and sales. With a holistic framework that works in tandem with all parties and answers to the constant demands of other departments, the curation and creation of deliverables can be tuned to communicate important messages that offer solutions to all industries' business challenges.

Thought leadership practice

Thought leadership practice is a need for all data-driven marketing organisations. Profiling important leaders onto strategic platforms enhances the image of the company further. Important strategic forums and engagement events are the best platform to take up in order to build an image as an organisation that drives thought leadership.

Strategic go-to-market partnerships

A data-driven marketing organisation must be equipped with strong partners that would complete the 360-degree solution offerings. At the same time it should build new partnerships with cloud partners and start-ups that would be able to fill in the gaps in implementing API-based technology for customers looking to breeze through their digital transformation journey without having to change their existing legacy system in a short time.

Summary and final note

It is evident that digital technology is changing business, making it crucial to have an agile business in order to access opportunities that lie beyond digital and to be ready for the unknown rather than to sit still and let the business linger.

In order to have a constant agile turnaround time, it is necessary for employees to reskill themselves. Businesses will always need to re-evaluate their training needs almost on a yearly basis, and employees who refuse to accept such training face the prospect of being out of employment.

Marketing will need to move with Big Data and analytics, and beyond it. The number of wearables is on the rise, and gadgets are being upgraded with bigger capabilities that require more space to store photos, documents and historical data. E-mail-driven marketing campaigns may move to live video campaigns targeted directly at the right customers. Marketing will need to work towards live video campaigns that will promote campaigns specifically for specific durations. Physical screens may not exist and may be replaced with virtual reality capabilities or projected in mid-air in an open space.

Data centres need to be constantly interchangeable between the physical and the virtual. The more data that is stored, the more likely it is that hackers will hack. Cloud computing will be the main form of infrastructure for businesses where everything runs on cloud. Agile solutions may overtake the conventional product life cycle and living virtually on cloud. Business operation may not require physical offices or even many employees. The exponential use of cloud computing will cut operational costs, and businesses will be able to use the extra budget to execute more effective campaigns.

Security will be the central initiative of any development and improvements of

agile solutions and will take up most of the computing and coding power to ensure that it secures businesses that are running solely on cloud.

Humans may then be part of the 'communicating machine' where technology is capable of being biotechnologically applied into human flesh or even of enhancing the human brain. Skin tattoos, or technology embedded under the human skin, will be the in thing. Organs that can be machine printed with laboratory-generated human cells will reduce the number of patients waiting for the next available organ. Nanocapabilities that can kill off cancer cells with a simple swallow of a small pill will reduce cancer-related diseases worldwide. Sign languages may be the next communication tool of the future, when a mere wave of the hands will automatically transmit a message to the brain without the use of a pen, paper or even voice.

The possibilities are endless, but it all boils down to the very essence of CX and how the brand pushes its brand messaging to the market. TM ONE is taking all precautionary steps to ensure it is capable of delivering the right CX at the right time and at the right place on any device.

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