



Research Insights

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Chemicals and petroleum industry game changer

How leaders are using an
omni-channel approach to
enhance business-to-business
customer engagement

IBM Institute for
Business Value



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Talking points

Business-to-business (B2B) customer engagement presents unique challenges for chemicals and petroleum companies.

Empowered customers expect more and want to buy at the time and through the channel of their choosing. Chemicals and petroleum companies face large effectiveness gaps with their customer engagement objectives. Despite using traditional channels, less than 40 percent deliver seamless omni-channel experiences.

Leaders provide a unique perspective that organizations can learn from.

These leaders have a high reputation for delivering an excellent customer experience. Their enterprises lead in financial performance and innovation. And they are much more effective at addressing customer engagement objectives.

The leaders approach customer experience and engagement differently.

Leaders have committed to an experience and tapped additional channels. They leverage customer insights to feed experience design and manage touchpoints. They have adopted digital technologies in marketing, sales, and customer service to enable true omni-channel and drive efficient self-service and insights to customers and employees.

Revolutionizing B2B customer engagement

Like their business-to-consumer (B2C) counterparts, chemicals and petroleum customers demand better B2B experiences, products, and services. They expect to buy where, when, and how they choose, and the experience extends from search to the time of purchase and beyond. Yet, many companies lack the capabilities to meet their customer-experience aspirations. Customer-centricity requires enterprises to rethink their approach. Chemicals and petroleum companies need to address strategy and culture, channels, data and insights, technology, organization, and skills. With input from 375 executives worldwide, we explore how leading organizations are preparing for—and executing—customer engagement and experience and what others can learn from them.



30%

Only 30% of chemicals and petroleum respondents say they are effective at differentiating their brand, the number one B2B customer engagement objective



84%

of executives from leading organizations report they have a fully executed digital customer experience strategy, or a fully thought-out strategy and execution plan



74%

of executives from leading organizations say they have customer knowledge available at each touchpoint to inform further engagement

Challenges in B2B customer engagement

Chemicals and petroleum companies are feeling the heat from their customers because of the changes in customer demands. Armed with access to information, customers are more empowered and have much greater expectations from their supply base. Since a B2B customer transforms the product to another form and/or augments with services, it reduces the influence of manufacturers in how products are consumed.

Business buyers want to purchase where, when, and how they choose—for example, online, through a follow-up phone call, via their local preferred distributor or dealer, or supported by a trusted business advisor. For strong partnership relations, customers are looking at personalization, automation and smarter ways to enable seamless transactions and customer lifecycle efficiencies. B2B companies lag behind their B2C counterparts when it comes to customer experience; they tend to score, on average, less than 50 percent in Customer Experience Index ratings, compared to B2C organizations that tend to score between 65 percent and 85 percent.¹

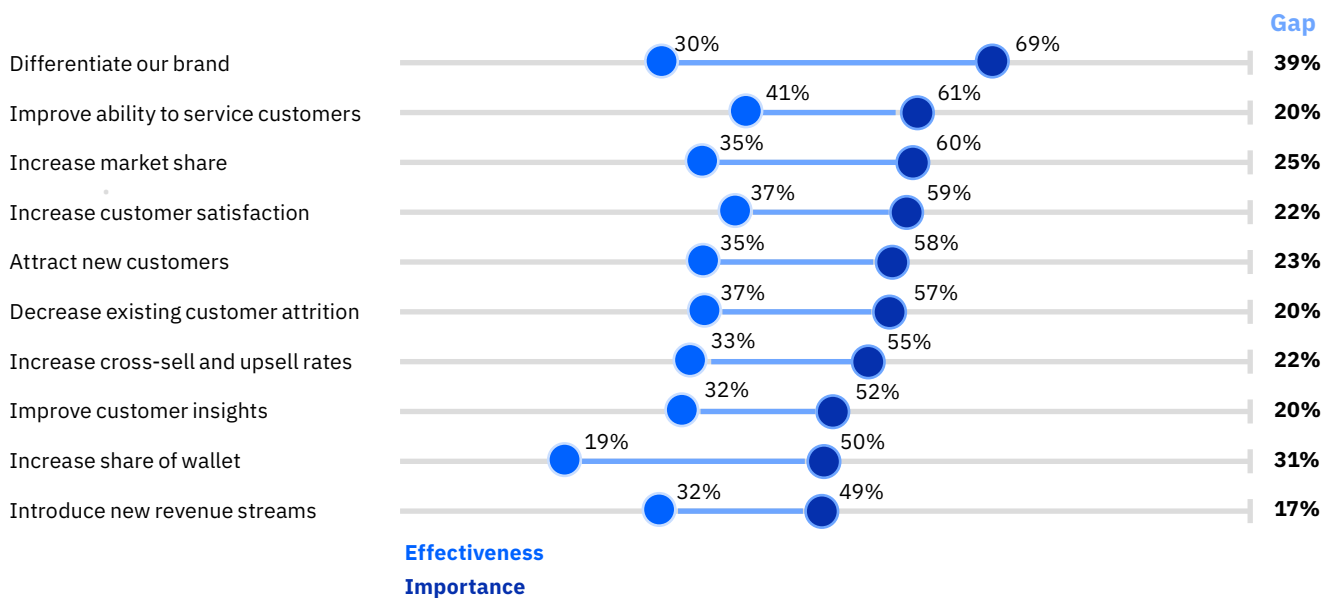
These customer expectations are exacerbated by gaps in the effectiveness of chemicals and petroleum companies' most important B2B customer engagement objectives (see Figure 1).

For example, 69 percent of the 375 chemicals and petroleum respondents who participated in our survey said it is vital to differentiate brand. Yet only 30 percent told us their organizations are effective at it. There are also large gaps between the importance that chemicals and petroleum companies attribute to advancing objectives—such as increasing share of wallet, increasing market share, and attracting new customers—and their current proficiency at acting on these objectives (see sidebar, “Crystal: Delivering loyalty-driving customer services”). Across these ten objectives, the average effectiveness gap is 24 percent.

The average B2B customer objectives' effectiveness gap is 24 percent.

Figure 1

Chemicals and petroleum companies worry that their customer engagement is not up to the task



Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

Crystal: Delivering loyalty-driving customer services²

Crystal Anugerah Abadi is a world-leading technical services company that provides value-added chemical products and services for water treatment, life sciences, and papermaking. To drive growth, Crystal wanted to boost client retention and loyalty.

The company realized that its employees' patterns of communication could offer valuable actionable insight into how its top talent managed clients—if it could analyze the data. Crystal wanted to discover the invisible business networks that helped its top talent deliver outstanding services and use that insight to enable people joining an account for the first time to better understand the client's needs.

To achieve its goal, Crystal decided to augment its environment with a relationship analytics platform that analyzes millions of logs and discovers relationships between employees and external partners that would otherwise be hidden.

Crystal achieved a 60 percent faster identification of at-risk client relationships, a 30 percent increase in client retention and 75 percent faster onboarding for new client reps.

About two-in-five report that decisions about customer experience strategy are informed by integrated sets of data.

Based on those surveyed, few chemicals and petroleum companies can deliver seamless omni-channel experiences. Only 14 percent of our respondents said their organizations are very effective executing a consistent experience across channels, and an additional 25 percent reported that they are effective.

This could be attributable to inconsistency in channel execution. Helping customers easily find what they want across all channels and providing the necessary support is critical for customer acquisition and retention. Respondents say the top purchasing channels for their customers are through traditional means, in-person sales, and distributors/dealers/partners (68 percent and 65 percent, respectively). While 60 percent say that their customers purchase direct through their websites, a little more than half are using third-party marketplaces and even less are using mobile devices, call centers or through electronic data interchange.

In addition, chemicals and petroleum companies are sharing both brand and product/service content with customers through established means. According to respondents, their companies are engaging through personalized recommendations, search engines, buyer reviews, and blogs. Only a little over a third are using professional industry sites/third-party websites. And even fewer companies have recorded podcasts and produced white papers to promote themselves.

The lack of customer data and insights contributes to the challenges. About two-in-five of the respondents report that decisions about customer experience strategy are informed by integrated sets of data from multiple sources. Only 39 percent of executives told us their enterprises heavily rely on data insights to make decisions. And customer insights are not being incorporated into designing experiences. Less than two-in-five of our respondents are using traditional research methods to understand customer needs or building personas to drive design decisions using qualitative input.

World Fuel Services: Creating unique customer app³

World Fuel Services (WFS) provides energy procurement advisory services, supply fulfillment, and transaction and payment management solutions to commercial and industrial customers, principally in the aviation, marine, and land transportation industries.

WFS deployed the myWorld app, which is designed specifically for business aviation and gives users a single platform to efficiently access fuel, weather, complex flight planning, as well as a services engine, and airport, handler, country, and regulatory data.

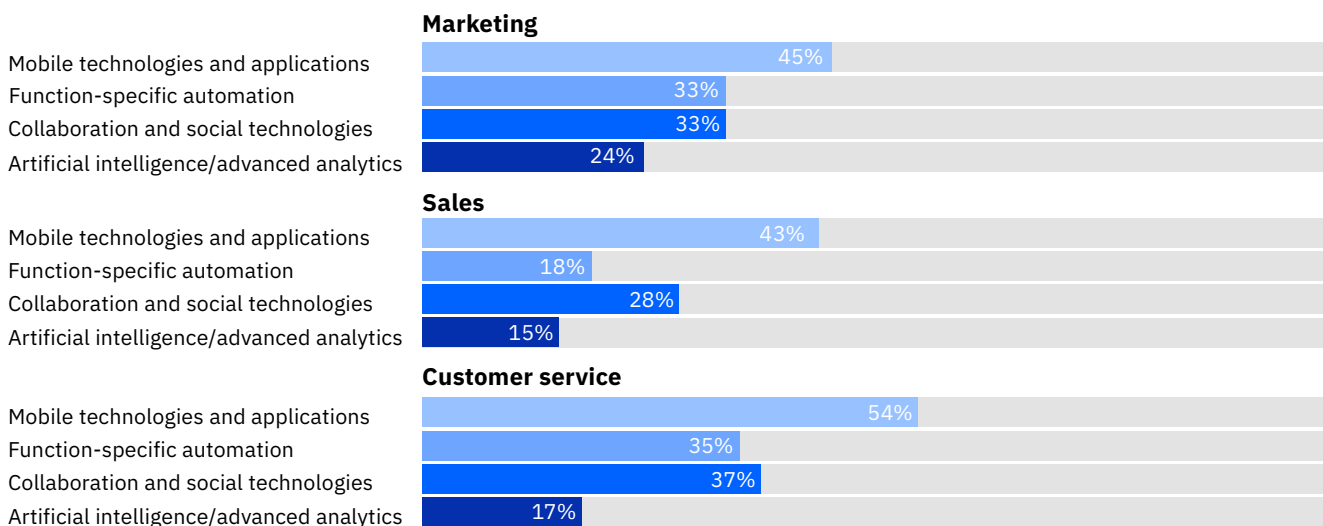
The app provides users with complex information and calculations embedded directly into the flight plan and incorporates advanced features and functions to support pilots from fuel to flight—both on the ground and in the air. WFS successfully integrated weather data into the app to provide key features such as integrated weather graphics and vector content overlaid on interactive maps.

Finally, for the most part, less than half of our chemicals and petroleum respondents say their enterprises have implemented technology into their customer-facing functions of marketing, sales, and customer service (see Figure 2). Technology enables companies to reinvent how they engage with customers. Mobile technologies support payments and improve customer service. Yet, respondents told us that in their customer-service function, only 54 percent had implemented mobile technologies and only 35 percent had adopted customer service automation. Only a third of our respondents report that automation has been implemented in marketing.

Marketing automation could help companies nurture potential customers with personalized content and convert them into customers. About a quarter of the executives said that artificial intelligence (AI)/advanced analytics has been installed in marketing. AI and advanced analytics could reveal insights that help marketing employees make informed decisions about customer experience (see sidebar, “World Fuel Services: Creates unique customer app”). Sales automation adoption is much lower than marketing automation adoption, and AI adoption in sales is even lower.

Figure 2

Few chemicals and petroleum companies have implemented digital technologies for marketing, sales, and customer service



Percentages represent the number of respondents who selected 4 or 5 on a 5-point scale.
 Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

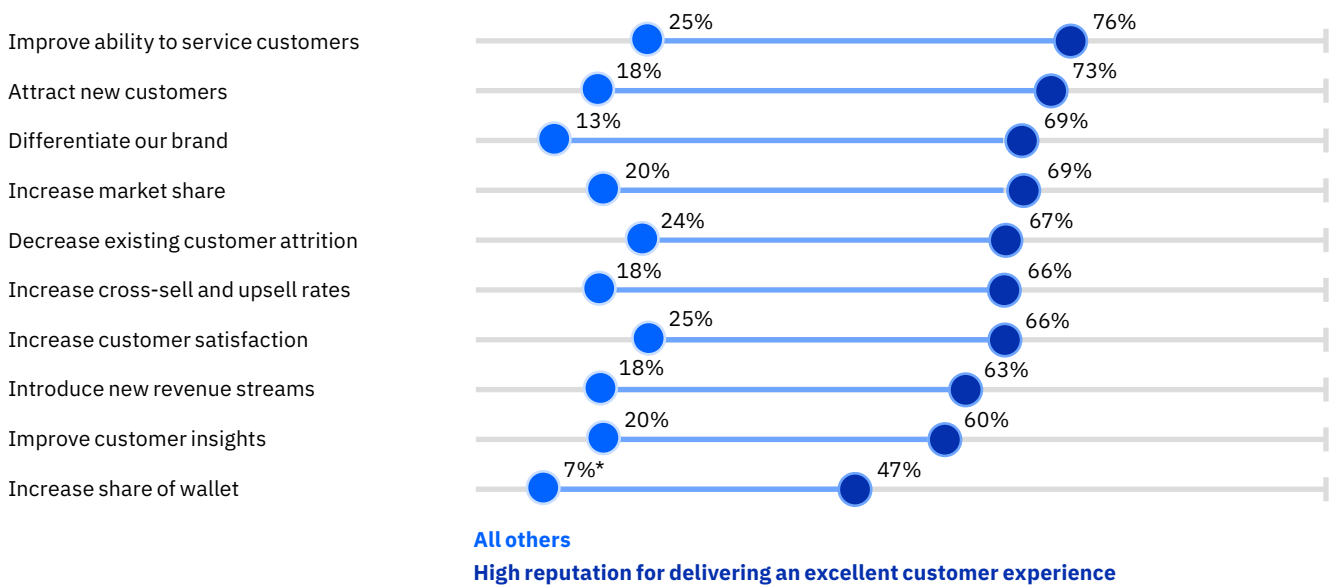
The leaders

How can chemicals and petroleum companies stand out with their B2B customer engagement? To help answer this question, we analyzed survey responses and identified a small group of chemicals and petroleum “leaders,” consisting of 31 percent of our study. Their executives self-reported having a high reputation for delivering an excellent customer experience.

Why pay attention to these leaders? Because they delivered better financial performance than industry peers—five times better for revenue growth and eight times better for profitability. And these leaders report that they are five times better as an industry innovator. More important, the leaders are much more effective at the customer engagement objectives, being two-to-six times better than their peers (see Figure 3). As a result, 84 percent of the leaders say they are delivering a seamless customer experience across channels.

Figure 3

Chemicals and petroleum leaders excel at addressing customer engagement objectives



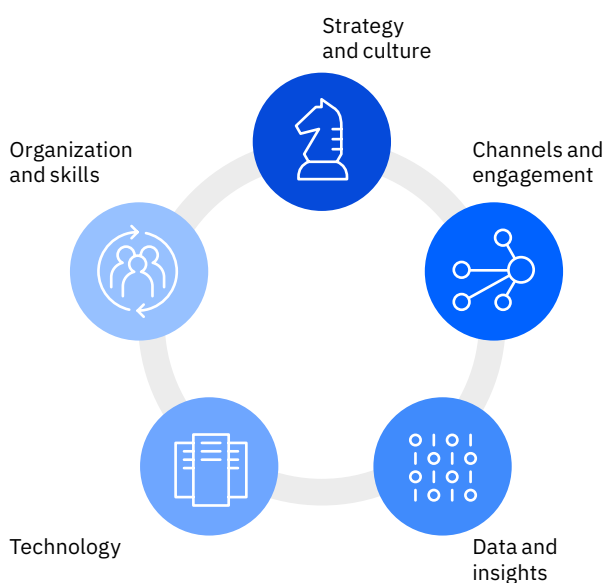
* Results using low counts are statistically unreliable but can be considered directional. Percentages represent the number of respondents who selected 4 or 5 on a 5-point scale. Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

Eighty-four percent of the leaders say they are delivering a seamless, customer experience across channels.

Approaching customer experience and engagement differently

The leaders view customer experience as integral to their enterprise strategy and execute with excellence. Customer experience is ingrained into their corporate culture. They have converged digital interactions and physical interactions. They dive deep into customer insights. They have mobilized their organizations to nurture customer experience. They have cast their teams with the right mix of talent and partnerships. Overall, they are approaching customer experience holistically through capabilities in five domains (see Figure 4).

Figure 4
Leaders use five key domains to support B2B customer experience



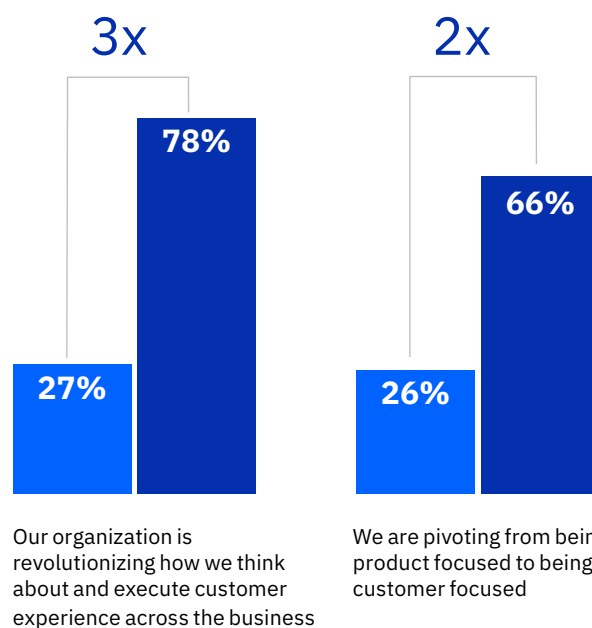
Source: IBM Institute for Business Value

Strategy and Culture

The leaders have made customer experience an enterprise priority, which is a key differentiator (see Figure 5). They are defined by their mindset and have shifted strategically from a product focus to an experience focus. This allows the leaders to shift to data-enabled services and customer centricity.

The leaders use experience design to embed customer experience into the DNA of their business. Experience design takes an empathetic approach that puts the needs of customers at the center of projects by asking questions about the specific challenges that need to be solved. It looks at the “why” of a problem, with a focus on generating fresh ideas that teams test with a series of customer-focused exercises. The goal is to define a solution that satisfies customers’ real needs.⁴

Figure 5
Leaders are committed and focused on customer experience



All others
High reputation for delivering an excellent customer experience

Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

Sixty-four percent of leaders treat experience design as a core philosophy or have a cross-functional program with standards compared with 7 percent of their peers. This approach is supported by developing personas and journey maps and applying design-thinking methods. Seventy-two percent of leaders develop personas and two-thirds apply design thinking, which builds empathy for distinct types of customers and helps truly understand customers' behaviors. Having this insight helps leaders further refine their approach with micro-segmentation and enables them to focus on what customers need. Forty-seven percent of leaders customize experiences for micro-segments compared to just 11 percent of their peers.

In addition, these leaders are much further along with incorporating digital into customer experience (see sidebar, "BASF: Developing digital business models"). Eighty-four percent of the leaders have developed a digital customer experience strategy and execution plan versus just 25 percent of all others surveyed. Some of these leaders have already taken steps to transform, and some have completed the initial transformation and are now focusing on continual improvement.

BASF: Developing digital business models⁵

BASF's corporate purpose is: We create chemistry for a sustainable future. Its broad portfolio ranges from chemicals, plastics, performance products, and crop protection products to oil and gas. With the help of digital technologies and data, BASF is developing new solutions and business models, thereby complementing existing business and attracting new customers.

The "Lab Assistant" is a web-based application that enables customers to quickly find the right raw material and formulation ideas to create architectural coatings. Other features also include on-demand expert support from BASF, raw material sample ordering, and raw material and formulation comparisons. The "Lab Assistant" runs on desktop PCs, laptops, tablets and smartphones.

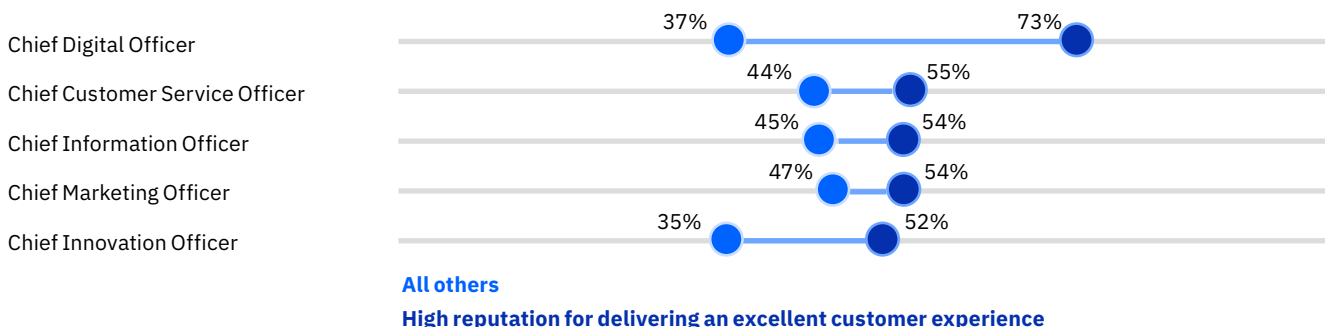
Maglis is an online platform that helps farmers use the information at hand in a more efficient way for better crop management decisions. It connects data, technology and people, so that farmers can grow, market and live smarter. Maglis is being developed in collaboration with farmers and agricultural experts to better understand farmers' needs and add value to their lives and businesses.

Examining the profile of the leaders, our data suggests that digital customer experience is being orchestrated by a unique model. The leaders have a new C-suite position acting as a primary owner, who shares responsibility with other leaders (see Figure 6). Seventy-three percent cited a Chief Digital Officer as having primary responsibility for the digital transformation of customer experience. Over half of the leaders said this ownership is shared with the Chief Customer Service Officer, Chief Information Officer, Chief Marketing Officer, and Chief Innovation Officer.

The new role that leads innovation suggests that leaders recognize the need to put in place a senior executive to drive a discrete area that is essential for digital customer-experience reinvention. These CxOs are supported by cross-functional teams and include both traditional customer-focused functions (customer service, marketing) and non-traditional functions (IT, digital services, operations). Overall, it appears that digital customer experience is an underlying business driver for the entire organization.

Figure 6

Leaders orchestrate the digital transformation of customer experience



Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

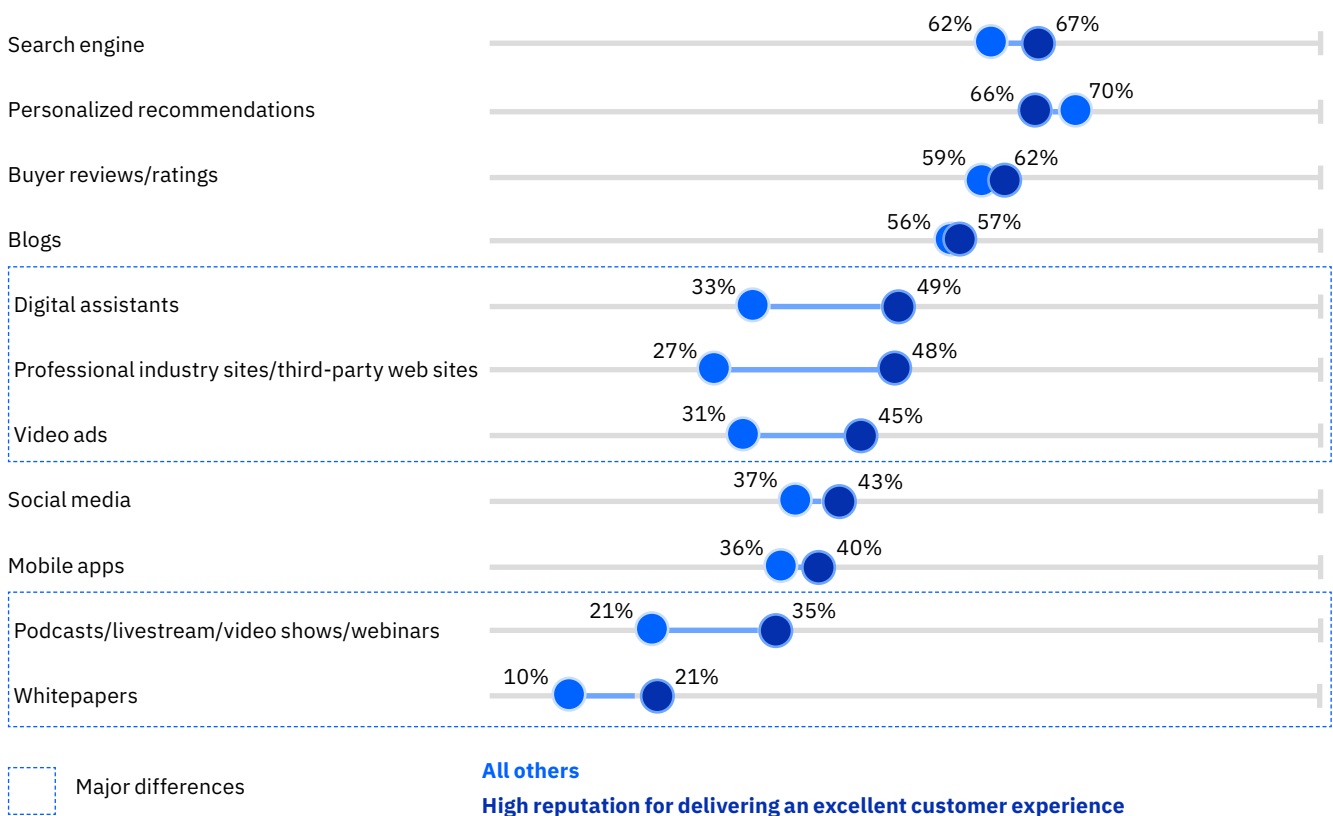
Channels and Engagement

The leaders have figured out the recipe on how to engage with their customers. One means is to connect across multiple forms and channels (see Figure 7). This same trend holds in sharing product/service content with customers. The leaders are willing to experiment with different tactics.

In the future, the leaders expect to grow usage of tactics to share brand content. In the next two-to-three years, while search engine remains the top tactic (72 percent), professional industry sites jump to second (69 percent) and is followed by video ads (66 percent). The growth of blogs, video ads, podcasts, and white papers allow leaders to publish a consistent amount of content on a regular basis. It extends opportunities to be seen by prospective new clients.

Figure 7

Leaders use multiple means to share brand content with customers



Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

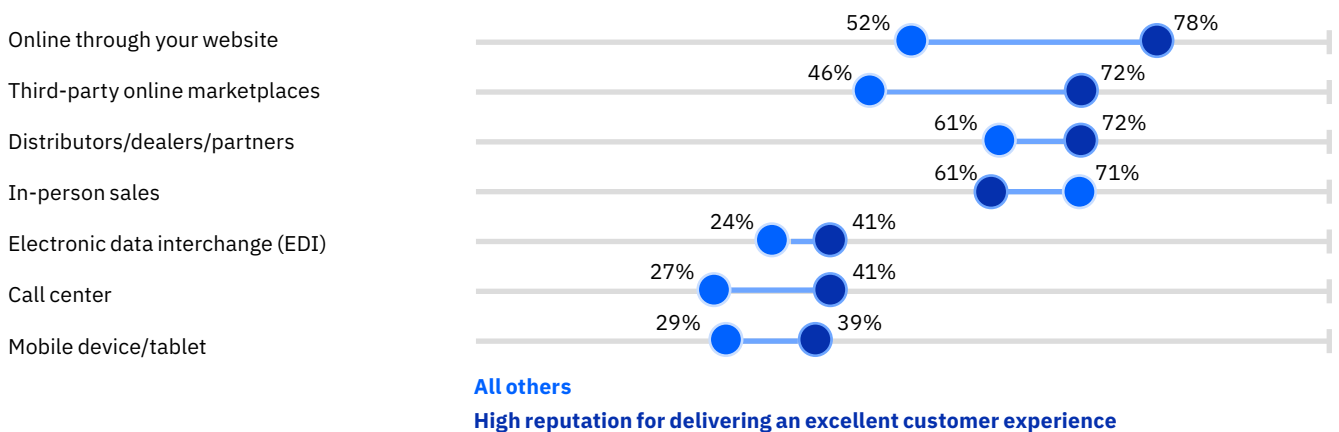
Leaders have ramped up e-commerce, both on their own and through third parties.

From a selling perspective, the leaders provide multiple channels for customers' purchases (see Figure 8). Beyond the traditional channels of distributors and in-person sales, the leaders have ramped up e-commerce, both on their own and through third parties. Over three-quarters sell online through their own websites. Nearly three-quarters use third-party online marketplaces as a sales channel. Online marketplaces allow the leaders to take

advantage of established e-commerce platforms. In the next two-to-three years, the leaders will ramp up online channels, with marketplaces growing from 72 percent to 92 percent, and their own websites from 78 percent to 81 percent. The leaders also say they expect to increase their sales through distributors, growing from 72 percent today to 92 percent in the future.

Figure 8

Leaders use more channels to sell their products and services today



Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

Finally, the leaders are changing how they deliver service to their customers. Rather than be reactive, 77 percent of leaders tell us that they are empowering customer service to solve customer issues. This practice aligns with the overall enterprise’s customer-centricity focus and culture. These front-line employees cannot only handle product issues, but also serve customers in new ways. In addition, 72 percent of leaders, versus 19 percent of their peers, are providing customers with self-service (for example, digital track and trace). Customers are empowered to find answers to their questions quickly. And customers can connect through an alternative method to human contact.

Data and insights

Leaders use richer insights to make informed decisions about customer-experience improvements. Nearly three-fourths of leaders rely heavily on data to make customer experience strategy decisions and use integrated sets of data from multiple sources.

The leaders are integrating the customer point of view into the experience design process (see Figure 9). This allows them to learn customers’ needs, identify challenges, and shape their solutions. Seventy-eight percent maintain an

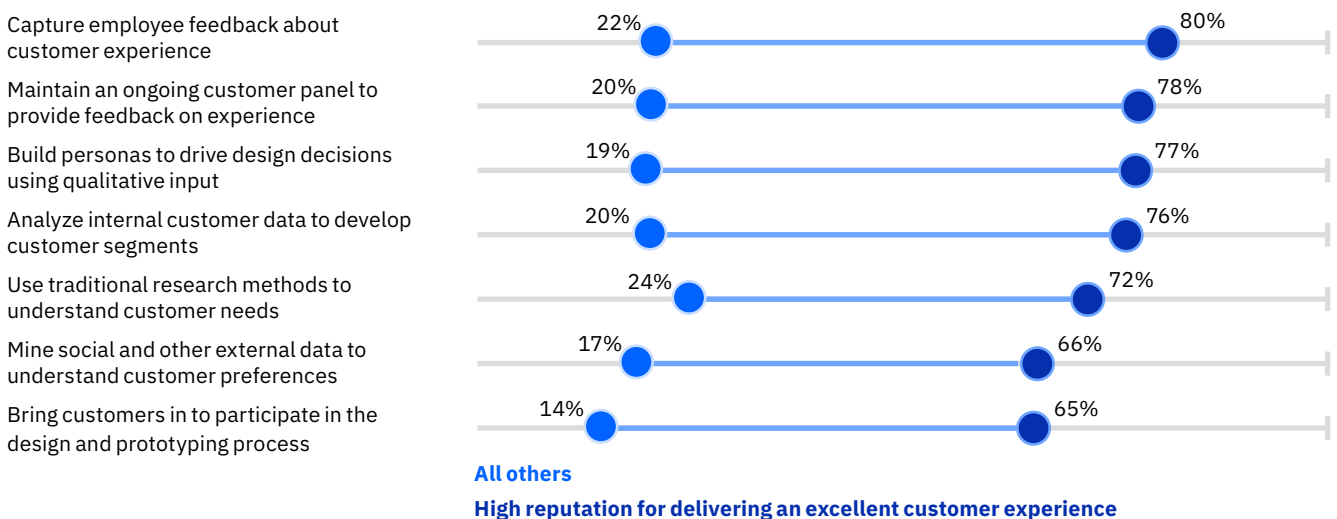
ongoing customer panel to acquire direct customer feedback. The leaders are also incorporating their employees’ perspectives to discover customer insights. Nearly two-thirds of leaders in our study are mining social sentiment to understand customer preferences.

The leaders leverage data insights in the digital transformation of customer experience. Customer data is available at touchpoints to support a seamless, omni-channel experience. Sixty-three percent of leaders have a single view of the customer that is shared across the enterprise, compared to just 18 percent of their peers.

Finally, leaders source a variety of data to support their marketing, sales, and customer-service functions in realizing the value of digital. Data about buyer behavior, customer profiles, competitive dynamics, and social sentiment allow marketing to analyze customers through multiple lenses to better design customer experiences. Competitive data, predictive sales modeling, customer company performance, and customer profile data are critical components for sales to narrow targets and close deals. And evaluation of segments and segment behaviors, as well as customer profiles and purchase histories are valuable inputs to customer service.

Figure 9

Leaders make sure customers are part of the customer-experience team



Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

More than two-thirds of leaders say they have realized significant benefits from digital customer experience.

Technology

The leaders view technology as a critical enabler for digital transformation of the customer experience. Nearly two-thirds report digital is an essential differentiator for their businesses, compared to 30 percent of their peers. And 55 percent of leaders told us that they are leading the industry in the application of digital technologies to the customer experience. Not surprisingly, more than two-thirds of the leaders have realized significant benefits from digital customer experience. The benefits come from a variety of sources, including improving ability to service customers, increasing market share, differentiating brand, increasing customer satisfaction, and improving customer insights.

From our study, leaders confirmed that a collection of technologies is critical to digital customer experience. Cloud computing can be used to run marketing applications and develop/maintain data around customer touchpoints. Mobile technologies allow ubiquitous access to information and help manage disruptions (see sidebar, “Sherwin-Williams: Providing a PRO experience for professionals”). Automation improves productivity and efficiency of customer-facing functions. For example, it can help sales manage lead distribution and prioritization. Artificial intelligence can provide insights, power experiences and automate personalized promotions.

The leaders are moving fast to adopt digital technologies in marketing, sales, and customer service (see Figure 10). More leaders have implemented or piloted AI in the three functions. All or near all leaders have adopted mobile and collaboration and social technologies in these areas. Leaders also stand out in implementing or piloting video chat and voice-response systems in customer service.

AI allows these leaders to integrate external data so that marketers can identify prospects and understand customers at an individual level with scale. AI-powered chatbots or agent assistants direct inbound customer requests and automate repetitive, process-driven service tasks. AI can assist with deep knowledge discovery, helping sellers take the next best action.⁶

Sherwin-Williams: Providing a PRO experience for professionals⁷

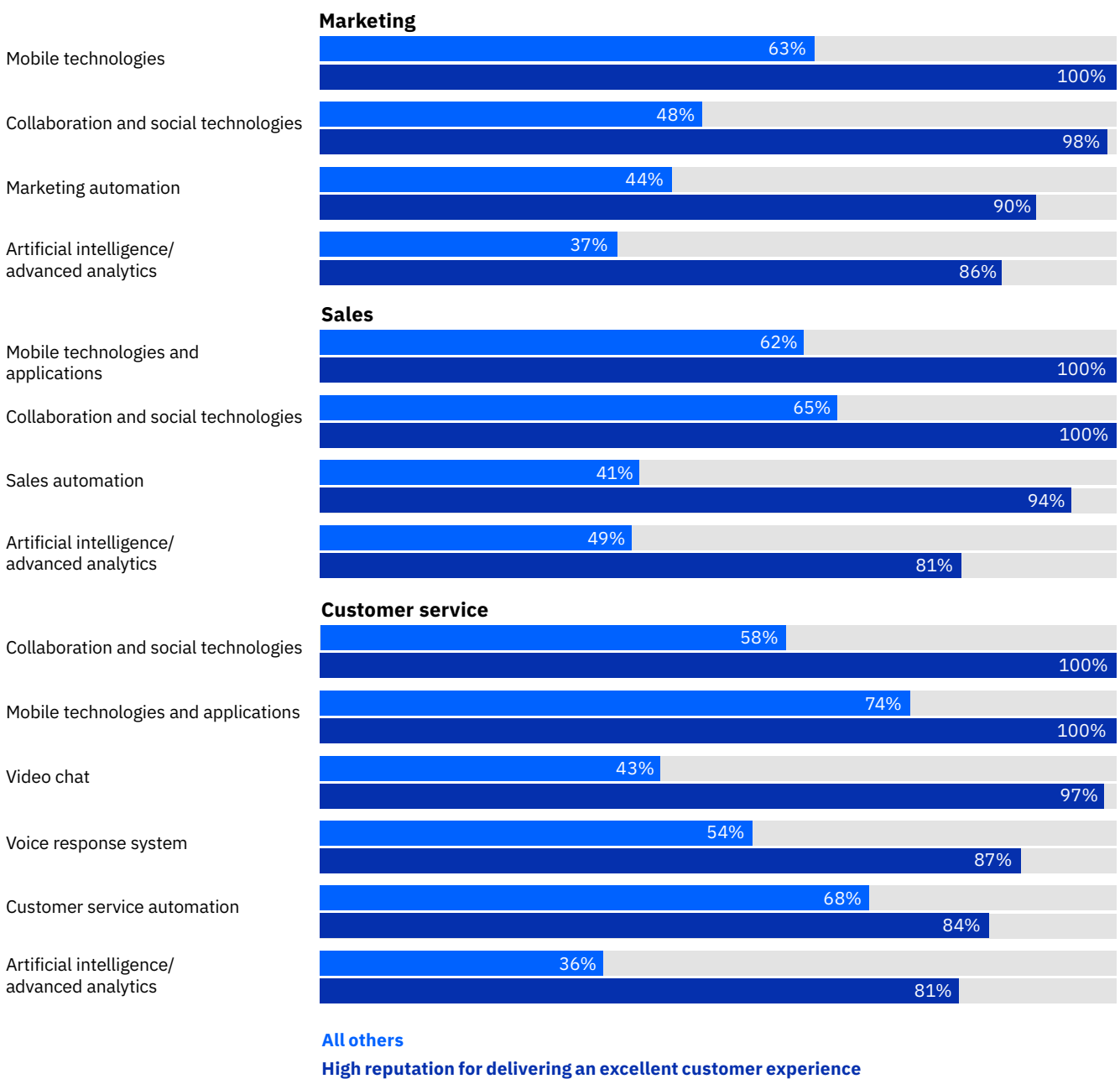
Sherwin-Williams is a global leader in the manufacture, development, distribution, and sale of paint, coatings, and related products to professional, industrial, commercial, and retail customers.

The company launches an e-commerce platform to provide professional customers with a fast and efficient way to order paint and supplies online with their computers, tablets or mobile phones. Pros are able to order paint and supplies from their local stores at any time, pay invoices, review purchase history, and receive status updates on orders through their Sherwin-Williams PRO accounts online or through the PRO App on their smartphone.

The PRO App generated thousands of monthly active users and contributed to an increase of annual revenue. In-app and in-store pickup has been enabled across 4,000 North America locations.

Figure 10

More leaders have implemented digital technologies



Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

Three times more leaders use agile methods to deliver improved customer experiences.

Leaders have applied digital to multiple functional areas. In marketing, more than three-quarters of leaders have leveraged digital technologies for customer satisfaction tracking, advertising, and customer insights. In sales, three-quarters or more of leaders have applied digital technologies for prospecting/lead management, as well as front- and back-office customer support. In customer service, over 80 percent of leaders have mature digital processes for customer-experience management, customer-issues tracking, and support for product/service information or sales.

Organization and skills

Leaders are team-oriented internally and externally. Nearly three-quarters say their decisions about customer experience strategy are made by cross-functional teams. And more than 75 percent of leaders collaborate across marketing, sales, customer service, and IT to help digitally transform customer experiences. This collaborative culture drives buy-in for customer-experience improvements and leads to smoother implementation of changes.

More leaders are building an ecosystem of partners to help them transform the customer experience. Eighty-one percent of leaders say they collaborate effectively with

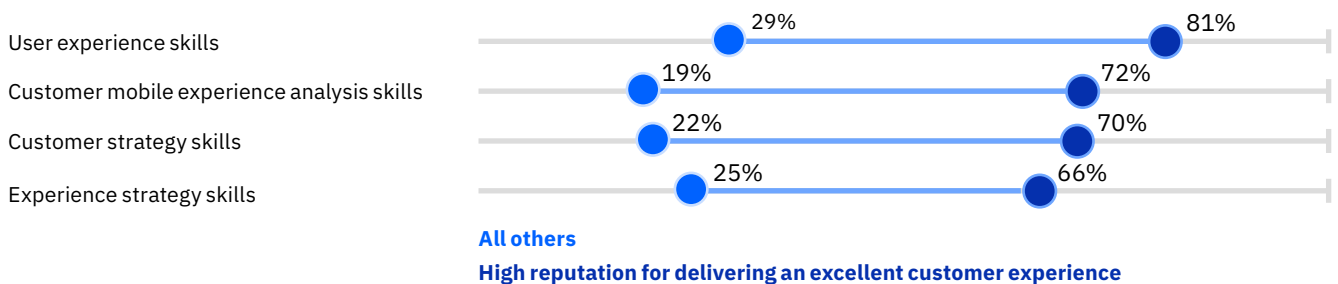
partners on customer data, which allows them to stay current on customer needs. Nearly two-thirds use an external ecosystem (for example, venture capital firms, incubators, universities) to accelerate innovation around customer experiences. This permits them to innovate more quickly than reliance solely on internal resources.

Execution of designed customer experience also differentiates leaders. Three times more leaders use agile methods to deliver improved customer experiences. With the customer journey as the driver, teams identify customer needs, design engagement, and implement delivery. They can then make modifications based on real-time feedback from testing, iterating and continuously improving throughout the development process.

Chemicals and petroleum organizations will need to identify, hire, build, and retain the necessary talent to create and sustain digital transformation of customer experience. Leaders recognize that employee skills will need to change to support reinvention of customer experiences. They are building a new team and have invested in specialized skills in experience/customer strategy, content, data, and insight.

Figure 11

Leaders have invested in customer experience and strategy skills



Percentages represent the number of respondents who selected 4 or 5 on a 5-point scale.
Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

It is not surprising that the leaders are better at developing digital customer experiences. Coupled with leadership from a Chief Digital Officer, who shares responsibilities with other CxOs, the talent bench can design across channels and create personalized experiences.

Similarly, three times or more leaders have invested in content skills such as content management, content development, interactive /digital designer, and community management. These skills allow leaders to develop podcasts, white papers, and video ads to share brand and products/services content with customers and expand opportunities to attract new customers.

With the importance of using insights to digitally transform customer experiences, companies now need data-minded talent who can work side by side with customer-facing staff. Three times or more leaders have invested in skills such as advanced data analysis, data visualization, advanced mathematical modeling, data acquisition, social media data mining, and analysis. These skills mean leaders can support setting the digital agenda and driving customer experience as a core differentiator.

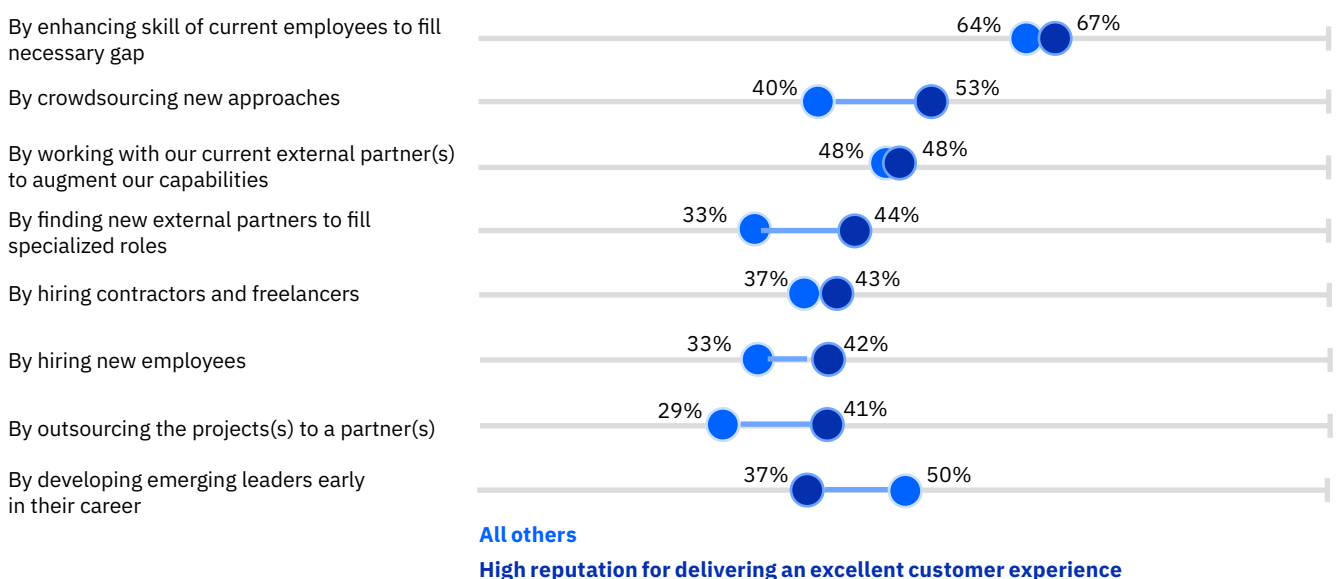
The new skills require different ways of sourcing talent. Not surprising, executives say they believe developing current employees can bridge the skills gap. Leaders differ by reaching outside their organizations (see Figure 12).

These leaders stand out in renting skills through crowdsourcing, new external partners, and outsourcing. As a result, leaders are pulling in the right skills and knowledge from external sources in an efficient, flexible way and upskill quickly.

Finally, leaders are creating service scalability by aggregating select customer-facing activities. In marketing, leaders have placed business decision-making, marketing campaigns, and customer-insight activities into shared services, centers of excellence, or outsourcing contracts. In sales, they have put customer communications, prospecting, and customer account management into similar arrangements. And in customer service, leaders have aggregated support for product/service information or sales.

Figure 12

Leaders take actions to attract the right people with the right skills



Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

Transforming customer experience and engagement is an ongoing journey.

Recommendations: Getting to a leadership position with customer experience

Transforming customer experience and engagement is an ongoing journey for your customers, employees, partners and technology landscape. This will require cross-functional governance from strategy as well as require you to understand your data and business delivery models. Your business model has to adopt agility—not just in product/service development, but throughout the organization and business processes.

Define a unifying vision

Help your employees internalize a customer-centric vision that is clear, simple, memorable, and inspiring. Incorporate design methods into the enterprise's vernacular. Establish a digital customer experience strategy and plan. Refine your business objectives measures to enable a more responsive business model. Add new digital, customer experience, or innovation roles to your C-suite.

Design experiences

Conduct thorough research to understand what your customers' expectations are and iteratively test your digital experience with your customers. Make sure the digital customer experience eliminates underlying customer pain points. Develop digital customer-experience options that are faster, easier or more convenient than traditional channels.

Integrate data and insights for better performance

Make certain your customer-experience strategy targets the structured and unstructured data needed to address customer-engagement objectives. Digitize the information sources across customer touchpoints and generate a detailed, multidimensional understanding of your customers. Apply AI to activities to power real-time, actionable insights. Closely integrate back- and front-office processes, their data and actionable insights to provide seamless and personalized customer experiences.

Revamp your customer-facing functions

Infuse digital technologies to optimize processes in marketing, sales, and customer service. Align marketing, sales, and customer service with shared goals and cross-functional capabilities to continually seek purposeful change and value for customers. Provide proactive service.

Create the right team

Address customer experience as a team sport both internally and externally. Broaden your ecosystem of partners. Leverage your ecosystem and embed agility. Consider aggregating select function activities to take advantage of economies of scale and economies of insight.

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Are you ready?

- » How can your organization develop and cultivate an actionable strategic vision for customer experience that employees across your business can embrace as relevant and authentic to your brand?
- » What types of experiences do your customers expect, and how can you help make sure you exceed these expectations?
- » What steps can you take to build pan-organizational customer-experience governance so that marketing, sales, customer service, and ecosystem are collaborating on customer-experience decisions?
- » What types of data are you using to inform your customer experience decisions, and how could you better integrate data to capture a more nuanced, accurate understanding of your customers?
- » What type of partners do you need to add to your ecosystem to not only fill your customer experience skill gaps, but kick-start insights and innovations that could differentiate your business?

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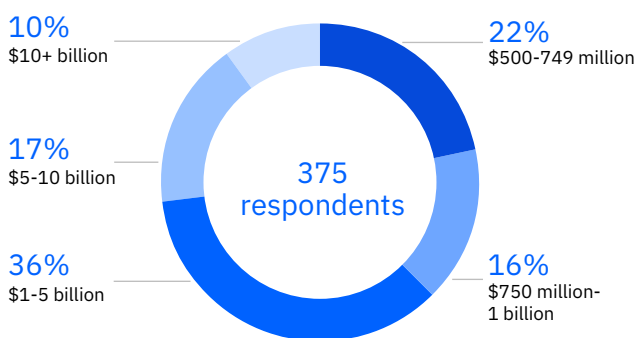
Linda McDowall is a Partner in IBM Services focused on the Chemicals and Petroleum industries. She has 23 years of management consulting experience and has responsibility for sales and delivery excellence across multiple accounts. She has held multiple positions including Global Relationship Partner for some of the IBM top accounts and Practice Leader.

Study approach and methodology

In cooperation with Oxford Economics, the IBV surveyed 375 chemicals and petroleum executives in 22 countries between October and December of 2018 (see Figure 13). We collected responses from Chief Marketing Officers/Vice Presidents of Marketing, Chief Sales Officers/Vice Presidents of Sales and Chief Customer Service Officers/Vice Presidents of Customer Service. Participants come from companies located in Asia Pacific, Europe, the Middle East, North America, and South America. We only collected responses from organizations who focus primarily on business to business (B2B). The 375 chemicals and petroleum executives come from different sized organizations. All data is self-reported.

Figure 13

Revenue breakdown of respondents.



Source: IBM Institute for Business Value 2018 B2B Customer Engagement Study

How IBM can help

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