

The Birth Of The B2B Consumer

Adopt A B2C Mindset To Meet Buyers' Changing Preferences

by Steven Casey

October 5, 2017

Why Read This Report

B2B buyers are acting more like consumers every day. Driving this change is a combination of learned and native digital consumer behaviors that are having a dramatic impact on every phase of the B2B customer life cycle. To meet the needs of the emerging B2B consumer, B2B marketers need to rethink and evolve every aspect of their strategies, programs, and tactics, from branding to lead generation and post-sale engagement.

Key Takeaways

Create More Conversations

With B2B consumers cutting sellers from the early stages of their buying journeys, marketers need to fill that gap. But rather than simply redoubling their efforts to capture more leads, marketers should engage the B2B consumer in a contextual conversation, using personalized content.

Get Comfortable With Anonymity

If increasing numbers of your buyers are starting their journeys to choose a life partner anonymously, you can learn how to engage with them on the same terms. And you do it for as long as it takes for the B2B consumers to reveal who they are and take the next step with your company.

Learn To Let Go

You can no longer be a helicopter marketer, guiding buyers along the path you created for them — and making the handoff to sales as quickly as possible. You instead need to help B2B consumers find their own way, giving them access to all the content they need when they need it.

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B2B Buyers Are Behaving More Like Consumers Every Day

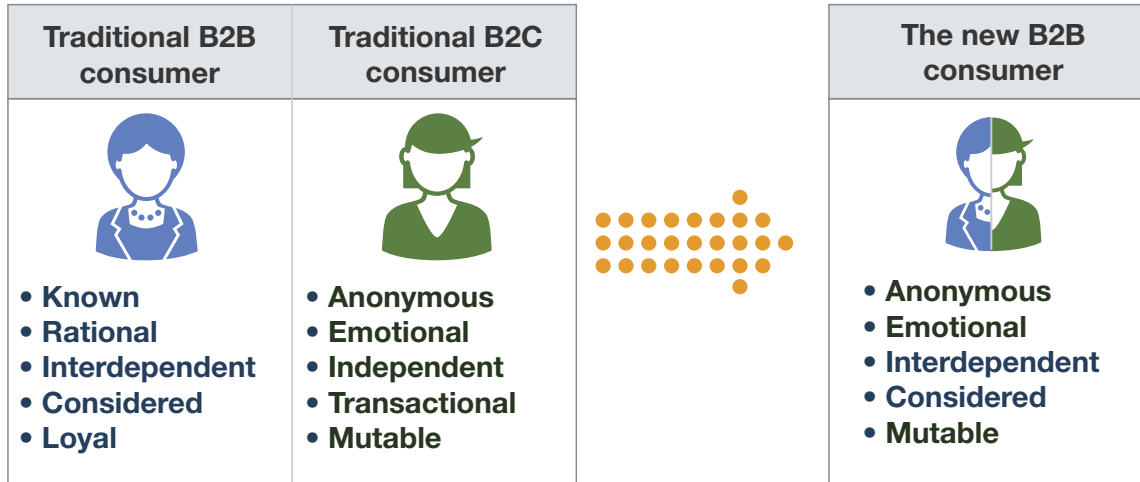
A lot has changed since 2011, when Forrester coined the term “age of the customer” to describe how increased access to information had forever tipped the balance of power from seller to buyer.¹ That Millennial who graduated from college in 2011 is now running a research project to determine the shortlist for a seven-figure RFP. The Boomer CFO at the same company is nearing retirement, but she has also progressed from buying a few books online in 2011 to now designing and ordering her new convertible online — without ever visiting the dealer’s showroom. A wide range of demographic and behavioral changes have given rise to a new type of B2B buyer, whose experience as a consumer has shaped her preferences (see Figure 1).² B2B marketers should note: The expectations of this B2B consumer differ from those of traditional B2B buyers across four key dimensions:

1. **Brand experience.** B2B consumers expect that the brand experiences they encounter in their professional lives will have the same sophistication and consistency as those they experience in their personal lives.³ Even the strongest B2B brands built on product features superior to those of direct competitors no longer have the advantage. “Today’s customers hold B2B companies to the same high standards they have for the most admired consumer brands such as Apple and Nike,” said Georgina Forster, managing director at the digital agency Mirum.
2. **Sales interactions.** B2B consumers choose to engage with sellers later in their buying journeys — and when they do engage, they expect the seller to know who they are, where they are in that process, and what business goals their companies want to achieve.⁴ “Previously in B2B, sellers drove the sale,” said Chris Blaik, VP of integrated global marketing campaigns at EMC Dell. “Today, it’s all about helping customers buy. They control their own destiny, and they know it.”
3. **Purchase influence.** Purchase influence has long been common practice in B2C, and now a majority of B2B buyers are seeking opinions and input from other users on subjects such as deployment time, time-to-value, ROI, and ease of use.⁵ Software buyers in North America, for example, said peers have the most influence on their decision making in the discover stage of their purchase journeys.⁶ G2 Crowd and Trust Radius have become the B2B equivalents of Yelp and OpenTable for technology buyers — a required step before purchase. But B2B consumers in just about every industry can find active online communities to connect with their peers and compare notes.⁷
4. **Post-sale engagement.** In an increasingly subscription-centered economy, B2B consumers have more choices than ever, and they want to know that their purchase decision is paying off long after the ink dries on the contract — raising expectations for even more personalized engagement after the sale.⁸ B2B marketers need to embrace proven B2C loyalty marketing practices to prevent customer erosion.

Previously in B2B, sellers drove the sale. Today, it’s all about helping customers buy. They control their own destiny, and they know it.

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FIGURE 1 The Emergence Of The B2B Consumer**Change Is Inevitable — You Can Adapt Or Get Left Behind**

The history of business reveals a host of failed companies that waited too long to adapt to buyers' changing behavior.⁹ With such fundamental changes in B2B buyers' behavior set in motion by the age of the customer, B2B marketers can't keep doing what they were doing in 2011 and expect to be successful today — or tomorrow. Two simple points provide proof of the need for this change:

- › **Increasing numbers of old strategies, programs, and tactics no longer work.** You've already seen it in your own behavior. When was the last time you filled out a gating form with your professional contact information to get access to content, answered an unsolicited email, or answered your phone — mobile, office, or home — if you didn't recognize the number? EMC Dell's Blaik speaks for most of us: "If I get to a piece of content and hit a gate, I disengage. I delete every email I get from people I don't know. And I don't answer calls from numbers I don't recognize."
- › **You cannot hold back the demographic tide.** Some of the behaviors of the B2B consumer are learned — as Boomers adapt to and reflect the increasing digitization of contemporary life. But the largest factor driving this trend is the inevitable tidal wave of Millennial digital natives moving through the global economy. Recent research reveals that 73% of Millennials in the workforce are already involved in purchasing decisions for their firms and that Millennials will comprise 44% of the total US workforce by 2025.¹⁰

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Five Ways To Engage The New B2B Consumer

B2B marketers need to embrace this new world — acknowledge that the B2B consumer really is in control of the journey now — and change how they engage with buyers every step of the way. Here are five approaches to get you on your way.

Flip Your Brand Perspective

Too many B2B marketers underestimate the importance of branding to their success, relying instead on product-based differentiation to win.¹¹ In a recent Forrester survey, more than 40% of the marketers who said their companies had a brand promise also said its perspective was “inside-out,” meaning the brand is focused on what the company brings to market, not on what the customer needs, wants, or expects.¹² Given that Amazon and Apple are now setting the bar for customer experience — even if you are marketing ATMs or application development tools — you need to ensure your brand:

- › **Tethers to your customer experience.** Customer experience — when buyers consume your content, engage with your employees, and use your products — defines every company's brand. “Your brand is ultimately what your customers say it is,” said John Petralia, CMO of Aligned Energy. That loss of control may be frightening. But it's also very powerful because competitors cannot contradict or change a compelling and authentic brand experience that customers have with your company.¹³ B2B companies that build their brands from this outside-in perspective — looking at the company through their customers' eyes — are more than twice as likely to meet or exceed their financial goals.¹⁴
- › **Resonates emotionally.** Compared with consumers who often make emotion-based purchases, B2B buyers have traditionally been perceived to be more rational and engaged in purchase processes, which are largely data-driven. The reality is that emotion is even more important in B2B branding than it is in B2C.¹⁵ “B2B buyers are making decisions every day that can change their careers,” said Thomas Ordahl, chief strategy officer at the brand consulting and design firm Landor Associates. “That's inherently emotional — more than we even like to admit.” Emotion must be a core element of your messaging platform and inform every customer experience.
- › **Creates the right first impression.** The digital-first behaviors of the B2B consumer means the brand experiences you offer on your website or create in social media are critically important — and could determine whether you ever get to have a conversation with a prospect.¹⁶ Top marketers express their brand promise consistently and authentically throughout the entire customer life cycle when they focus their content and message on buyers' outcomes and let customers talk more than they do.¹⁷

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Don't Create More Leads — Start More Conversations

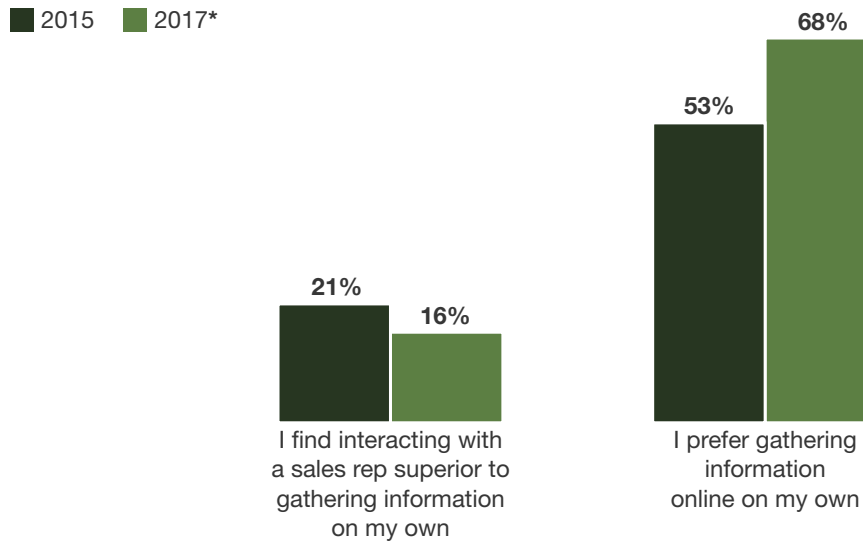
The disintermediation of the seller from the early stages of the buyer journey is a critical trend, and B2B marketers must now fill that gap in the life cycle (see Figure 2).¹⁸ But rather than simply redoubling efforts to capture more leads, savvy marketers engage the B2B consumer in a contextual conversation, using personalized content. “The best enterprise marketing today is embracing digital at scale to do what great salespeople have always done — personalize their engagement and offer a great experience,” said Chris Blaik, VP of integrated global marketing campaigns at EMC Dell. To create a conversation that is both enduring and rewarding, B2B marketers need to ensure their content is:

- › **Easy to find.** Buyers who can't find the content they're looking for on your website will bounce, believing they can find it elsewhere.¹⁹ B2B marketers should adopt a customer service mindset and self-service solutions such as contextual search tools, chatbots, and virtual assistants to meet the content discovery needs of the B2B consumer.²⁰ Customer service teams long ago optimized their processes to ensure customers could find the information they needed to solve their own problems because every deflected call or chat session with an agent saved money. B2B marketers need to realize that every time a buyer cannot find the content they are looking for — that bounce represents a significant opportunity cost — because you may never get another chance to convert that prospect into a customer.
- › **Easy to access.** You know from your own experience that the contact-for-content extortion racket is dying. In a recent LinkedIn survey of B2B buying teams, 80% of Millennials said they will not complete a lead-generation form (see Figure 3).²¹ And that's because we all know that filling out a form will get us enrolled in an email nurture campaign at best — or trigger a salesperson's call at worst. As with content discovery — if your content is not easy to access, you will lose more buyers than you win. “Our experience has shown that gating tends to deflect buyers from continuing their journeys, and ungating allows us to have a closer relationship with the customer,” said Lee Ho, the head of digital marketing at Avaya. You will collect fewer leads, but they will be higher-quality, and more will ultimately convert.
- › **On the right topics.** If your buyer journeys and content strategy are not based on current data, get it. Buyers' preferences and expectations are changing in ways you cannot intuit. Without up-to-date insights, your engagement strategies could miss the B2B consumer entirely. “We're designing our digital experiences to accommodate the B2B buyers who now expect to find pricing or other data early in their research,” said Kate Reed, director of demand generation for IBM Security. “We lay out a clear path for the buyer to quickly sign up for a hands-on trial or demo, easily provision the app, get access to tips and tricks on how to use it, have a way to talk to a sales rep with a click of a button, and know what it's going to cost if they like it. Transparency is the key.”

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FIGURE 2 The Disintermediation Of Sales Is Accelerating



Base: 224 US B2B buyers and sellers

*Base: 162 US B2B buyers

Source: Forrester/Internet Retailer Q1 2015 US B2B Buyer Channel Preferences Online Survey

*Source: Forrester/Internet Retailer Q1 2017 Global B2B Buy-Side Online Survey

FIGURE 3 Prospects Bounce — Or Lie

“Thinking about the times over the past year that you have encountered gated content, have you taken any of the following actions as a result?”

	Total	Younger Millennials	Older Millennials	Generation X
Entered correct info in the form to download the content	87%	85%	87%	89%
Entered false info in the form to download the content	39%	50%	45%	33%
Decided not to download because I didn't want to fill out the form	81%	78%	80%	82%

Source: Kelly Kyer, “Millennials and Gen X Decision-Makers Achieving MORE, Together,” LinkedIn Marketing Solutions Blog, March 1, 2017

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Get Comfortable With Anonymity

If increasing numbers of buyers are starting their journeys to choose a life partner anonymously, B2B marketers have to learn how to engage with them on the same terms — for as long as it takes for B2B consumers to reveal who they are and take the next step with their company.²² But just because you provide B2B consumers with easier access to your content — and not reflexively ask them to fill out a form the first time they hit your site — doesn't mean you can't personalize your engagement with them. B2B marketers can start a meaningful conversation with anonymous B2B consumers by:

- › **Delivering the content they're already expecting.** The ability to curate news and consume it online means people now expect content to find them — they won't search for it.²³ “More B2B buyers are now in lean-back mode, where the majority of the content they interact with is what they see first in their social channels,” said Tyler Lessard, VP of marketing at Vidyard. Programmatic advertising is a proven tactic for reaching buyers before you even know who they are.²⁴ To maximize your results, you should use a data-driven account-based marketing strategy to prequalify targets — and prioritize the individuals with the highest propensity to buy because they will be most receptive to your messaging.²⁵
- › **Personalizing at the industry or company level.** Site and content personalization solutions can help you recognize an anonymous visitor as an employee of a specific company so that you can deliver a personalized digital experience that speaks to his business needs.²⁶ Given the current state of the technology, your ability to personalize engagement with anonymous visitors will be limited to the industry or company level — but that's also a best practice. We've all come a long way as digital consumers, but not many of us want to be identified on an individual level in digital channels . . . yet.²⁷
- › **Giving them a reason to return.** Ad retargeting solutions use similar techniques to ensure that anonymous visitors see your digital display ads after they leave your site. Top B2B marketers use these solutions to give the B2B consumer a reason to return — and continue the conversation. For example, if your journey mapping data shows that prospects who view your pricing page and a case study are more likely to buy, connect the dots for them with an ad promoting the appropriate content after their initial visit.

If increasing numbers of buyers are starting their journeys to choose a life partner anonymously, B2B marketers can learn to engage with them on the same terms.

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Help More And Sell Less

B2B marketers need to make the transition from traditional hard-sell tactics to a more empathetic engagement strategy that helps the B2B consumer buy. “It’s like dating,” said Beverly Chiarelli, director of global marketing programs at SiteSpect. “If you ask someone to get married on the first date, you’re probably not going to get married.” The most successful B2B marketers are those who:

- › **Listen to learn.** Even in the digital conversations that Forrester describes in this report, you’re not just waiting for a chance to speak. You need to actively listen to what your buyers are telling you about themselves and their companies. Only then can you engage with the authenticity and credibility B2B consumers require.²⁸ Social listening solutions can be very helpful here, enabling you to build richer profiles and uncover the required insights for personalized engagement. “We have a lot of salespeople using social to learn about their customers and prospects now,” said Thom Lytle, senior director of social business at Dell. “When we started a pilot program three years ago, marketing was generating lists of customers for salespeople to follow and finding insights for them. But it didn’t take long for them to see the power of making a personal connection with buyers.”
- › **Are everywhere.** Be prepared to step outside your business comfort zone and engage with your B2B consumers wherever they go, including consumer channels. “Facebook is the preferred social channel for both consumer and business content for lots of people today,” said Paige Leidig, CMO of NetBase Solutions. “But it’s already old-school to Millennials, who are off exploring new channels.” Targeting B2B buyers with digital display ads on nonbusiness sites can be effective — if you set the right controls on timing and blacklist sites that could otherwise damage your brand.²⁹ For social media, use your social listening platform to determine when (not if) a critical mass of your buyers is active in consumer social channels, and be ready to jump in with appropriate content.³⁰
- › **Enable intelligent outreach.** When your sellers engage with the B2B consumer, their outreach needs to be intelligent — and informed by the buyer’s journey to that point.³¹ “Customers expect to interact with you, your product, and your message in a consistent way,” said John Evarts, COO at Mediafly. “When you transition from the digital experience to the human experience, there can be no hiccup.” B2B marketers can facilitate this kind of extended contextual engagement by gathering the digital breadcrumbs from buyers’ journeys and passing those insights to their sales teams. So instead of asking if a B2B consumer wants to see a demo because she simply filled out a form, your inside sales rep can mention that he saw that she visited your pricing page and can then ask how the company stacked up against the competition.

Demonstrate Your Obsession To Encourage Customer Advocacy

For post-sale engagement, B2B marketers need to connect two related trends. On one hand, B2B consumers would rather hear from their peers than take your word for it. On the other, they are demanding more personalized attention from you after they sign the check. The goodwill that you engender by demonstrating your post-sale commitment to B2B consumers represents a gold mine

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of business value — satisfied customers are much more willing to advocate for your company and influence their peers who are evaluating your offerings.³² To optimize your loyalty and advocacy efforts to meet the needs of B2B consumers, marketers should:

- › **Learn loyalty from the B2C masters.** B2B marketers often dismiss loyalty marketing as a B2C tactic that applies only to discount-hungry consumers.³³ “I’ve been in enterprise B2B marketing for more than 20 years,” said EMC’s Blaik. “And it always astonished me that the local supermarket could invest in a loyalty program to understand buyers who spend a few thousand dollars a year, but in B2B, we couldn’t invest in the technologies to understand and engage with customers after they spent millions of dollars.” When selecting your approach to loyalty marketing, follow B2C best practices, and factor in the stickiness of your product or service, the degree of separation from your customers, and the frequency of revenue transactions.³⁴
- › **Cater to different advocate personalities.** The most successful advocate marketing programs target four different advocate personality types. There are the educators who spread best practices and help you build an audience, the validators who corroborate your claims and accomplishments, the status seekers who pursue the spotlight when telling their stories, and the collaborators who guide strategy and help you generate new ideas.³⁵ After formalizing its customer engagement program as Axios Ambassadors, the IT services management software vendor Axios shortened its sales cycle by 20%, showing the direct impact of the program on its prospects’ path to purchase.³⁶
- › **Enlist employees as brand ambassadors.** Employee advocacy solutions enable more people at your company to engage with B2B consumers.³⁷ By expanding these conversations beyond the usual suspects in marketing and sales, you can reach more prospects and share more insights based on a wider range of perspectives. “We’ve found that our message travels four times further when we have employees engaging through our advocacy program,” said Clive Roach, director of digital social media at Philips Lighting.

Recommendations

Commit Completely To The B2B Consumer

Many B2B marketers are taking their first steps toward changing how they engage with B2B consumers. Some are tweaking their brand promise, others are setting up Facebook pages, and quite a few are testing programmatic advertising. To gain a jump on your competition, Forrester recommends you commit completely — and treat all of your business buyers more like digital consumers by:

- › **Giving away your best content.** Providing unfettered access to the content buyers need early in their journeys increases the likelihood that they will consider your products for purchase.³⁸ “Eliminating forms is the right thing to do, but it also requires a change of perspective,” said Vidyard’s Lessard. “We need to consider how the content itself can drive the action we desire. The content *becomes* the lead form — because content that engages both intellectually and emotionally will result in action.”

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- › **Learning to let go.** When more than two-thirds of B2B buyers are saying they want to create their own journeys, you can no longer be a helicopter marketer — guiding the B2B consumer along the path you created for her only to make a quick handoff to sales.³⁹ Marketers should deploy self-service solutions on their websites today to ensure all buyers can find the content they need when they want it.
- › **Delivering conversation-qualified leads.** Show commitment to creating a conversation with the B2B consumer by adding the conversation-qualified lead (CQL) to your qualification regime. This doesn't necessarily require a live human conversation. You can measure the strength of a CQL by the depth of a B2B consumer's content consumption or, of course, an analysis of his actual conversations with a chatbot or virtual agent.
- › **Offering a digital purchase option.** eCommerce and technology companies are leading the way in serving the B2B consumer today, but all industries need to follow.⁴⁰ Start your journey today by adding digital purchase channels to your mix. The forklift manufacturer Hyster-Yale recently rolled out an eCommerce platform for a product line that serves lightweight use cases, which is a bold move for a B2B industry long-defined by a third-party distribution model. “We knew from tracking site visitors and conversations with customers that a significant number of them would gravitate toward a self-service option to augment our third-party distribution model,” said Joe Bugica, VP of marketing at Hyster-Yale Group. “This a very traditional industry, but data indicates there is value in a self-service option, so we decided to offer one to accommodate those buyers.”

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Engage With An Analyst

Gain greater confidence in your decisions by working with Forrester thought leaders to apply our research to your specific business and technology initiatives.

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Supplemental Material

Survey Methodology

Forrester's Q1 2017 International B2B Marketing Panel Online Survey was fielded from January through February 2017. As a result of online marketing and outreach to our customer base, we received 270 completed surveys, and as many as 121 responses on selected questions, from companies that sell primarily or exclusively to other firms. Survey respondents come from 16 different industries, with the majority working in business software (35%). Nearly 60 are either the topmost marketing executive (16%) or occupy a senior marketing role (13%). More than 130 (57%) work at companies with 1,000 employees or more. For quality assurance purposes, we required respondents to provide contact information and answer basic questions about their firm's location of operations, industry, and number of employees. Respondent incentives included a complimentary copy of a Forrester report.

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Exact sample sizes are provided in this report on a question-by-question basis. Survey responses are not guaranteed to be representative of the population at large. Unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes.

The Forrester/Internet Retailer Q1 2017 Global B2B Buy-Side Online Survey was fielded to 225 B2B eCommerce professionals from Internet Retailer's mailing list. However, only a portion of survey results are illustrated in this document. For quality assurance, we screened respondents to ensure they met minimum standards in terms of job responsibilities and budget insight.

Forrester fielded the survey from December 2016 to February 2017. Respondent incentives included a summary of the survey results and courtesy copy of a Forrester report. Exact sample sizes are provided in this report on a question-by-question basis. This data is not guaranteed to be representative of the population, and, unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes. While nonrandom, the survey is still a valuable tool for understanding where users are today and where the industry is headed.

The Forrester/Internet Retailer Q1 2015 US B2B Buyer Channel Preferences Online Survey was fielded to 224 US-based B2B professional and nonprofessional buyers from our ongoing marketing and strategy research panel. The panel consists of volunteers who join on the basis of interest and familiarity with specific marketing and strategy topics. For quality assurance, panelists are required to provide contact information and answer basic questions about their firms' revenue and budgets.

Forrester and Internet Retailer fielded the survey from January to March 2015. Respondent incentives included a summary of the survey results. Exact sample sizes are provided in this report on a question-by-question basis. Panels are not guaranteed to be representative of the population. Unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes.

Exact sample sizes are provided in this report on a question-by-question basis. Survey responses are not guaranteed to be representative of the population at large. Unless otherwise noted, statistical data is intended to be used for descriptive and not inferential purposes.

Companies Interviewed For This Report

We would like to thank the individuals from the following companies who generously gave their time during the research for this report.

Aligned Energy

IBM

Avaya

Incomar

Cisco Systems

Landor Associates

Dell

LinkedIn

Hyster-Yale Group

Mediafly

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Mirum

Phillips Lighting

MRM//McCann

SiteSpect

NetBase Solutions

Vidyard

Endnotes

- ¹ See the Forrester report "[Leadership In The Age Of The Customer.](#)"
- ² A global study of 2,000 B2B buyers and sellers conducted for Accenture concluded that buyers' expectations are rapidly evolving, influenced by their experiences as consumers. Source: "Mastering Omni-Channel B2B Customer Engagement," A Forrester Consulting Thought Leadership Paper Commissioned By Accenture Interactive And SAP Hybris, Accenture, October 2015 (https://www.accenture.com/_acnmedia/Accenture/Conversion-Assets/DotCom/Documents/Global/PDF/Digital_3/Accenture-Mastering-Omni-Channel-B2B-Customer-Engagement-Report.pdf).
- ³ See the Forrester report "[It's Not About You: B2B Marketers Need To Change How They Think About Branding.](#)"
- ⁴ See the Forrester report "[B2B Consultant Sellers Reign In The 21st Century.](#)"
- ⁵ In a recent survey, more than two-thirds of B2B buyers said that they relied more on peer recommendations when making a final purchasing decision. Source: "2017 B2B Buyers Survey Report," DemandGen Report, 2017 (<https://www.demandgenreport.com/resources/research/2017-b2b-buyers-survey-report>).
- ⁶ See the Forrester report "[Peer Stories And Credible Data Attract And Engage B2B Buyers.](#)"
- ⁷ As of 2017, LinkedIn had more than 1.5 million groups, including two dedicated to professionals in the logistics and shipping industry, for example, with nearly 300,000 members between them. Source: Meenakshi Chaudhary, "LinkedIn By The Numbers: 2017 Statistics," LinkedIn, April 5, 2017 (<https://www.linkedin.com/pulse/linkedin-numbers-2017-statistics-meenakshi-chaudhary/>).
- ⁸ See the Forrester report "[Advocate Marketing Creates B2B Customer Relationships That Last A Lifetime.](#)"
- ⁹ Source: Julian Birkinshaw, "Why corporate giants fail to change," Fortune, May 8, 2013 (<http://fortune.com/2013/05/08/why-corporate-giants-fail-to-change/>).
- ¹⁰ See the Forrester report "[Millennial B2B Buyers Come Of Age.](#)"
- ¹¹ See the Forrester report "[It's Not About You: B2B Marketers Need To Change How They Think About Branding.](#)"
- ¹² Source: Forrester's Q1 2017 International B2B Marketing Panel Online Survey.
- ¹³ See the Forrester report "[B2B Firms Must Focus On Brand Equity To Drive Value.](#)"
- ¹⁴ Source: Forrester's Q1 2017 International B2B Marketing Panel Online Survey.
- ¹⁵ See the Forrester report "[The CMO's Guide To Emotion.](#)"
- ¹⁶ See the Forrester report "[It's Not About You: B2B Marketers Need To Change How They Think About Branding.](#)"
- ¹⁷ See the Forrester report "[Empathetic Content: The Key To Engaging B2B Buyers.](#)"
- ¹⁸ See the Forrester report "[Death Of A \(B2B\) Salesman: Two Years Later.](#)"
- ¹⁹ See the Forrester report "[How Self-Service Research Changes B2B Marketing.](#)"
- ²⁰ See the Forrester report "[How Self-Service Research Changes B2B Marketing.](#)"

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²¹ Source: Alex Rynne, "Millennial Minute: Meet the New Tech Buying Committee," LinkedIn Marketing Solutions Blog, March 13, 2017 (<https://business.linkedin.com/marketing-solutions/blog/millennial-minute/2017/millennial-minute--meet-the-new-tech-buying-committee>).

²² Source: Kevin Murnane, "Report Shows More People Of All Ages Are Dating Online," Forbes, March 2, 2016 (<https://www.forbes.com/sites/kevinmurnane/2016/03/02/pew-report-who-uses-mobile-dating-apps-and-online-dating-sites/#7ef2702166e3>).

²³ Source: Gina Masullo Chen, "Readers expect news to find them," NeimanLab, October 7, 2009 (<http://www.niemanlab.org/2009/10/readers-expect-news-to-find-them/>).

²⁴ See the Forrester report "[Making Programmatic Advertising Work For B2B Businesses.](#)"

²⁵ See the Forrester report "[Retro Yet Revolutionary: Demystifying Account-Based Marketing.](#)"

²⁶ See the Forrester report "[Empathetic Content: The Key To Engaging B2B Buyers.](#)"

²⁷ See the Forrester report "[Brief: Be Cool, Not Creepy.](#)"

²⁸ See the Forrester report "[Millennial B2B Buyers Come Of Age.](#)"

²⁹ See the Forrester report "[Making Programmatic Advertising Work For B2B Businesses.](#)"

³⁰ See the Forrester report "[Hitting The Restart Button On Social Media.](#)"

³¹ See the Forrester report "[B2B Inside Sales: 'Inside Or Out?' – That Is The Question.](#)"

³² See the Forrester report "[Turn B2B Customer Goodwill Into Gold.](#)"

³³ See the Forrester report "[B2B Loyalty, The B2C Way.](#)"

³⁴ See the Forrester report "[Direct Your 2015 B2B Budget Gains Toward Creating Exceptional Customer Experiences.](#)"

³⁵ See the Forrester report "[Turn B2B Customer Goodwill Into Gold.](#)"

³⁶ See the Forrester report "[Turn B2B Customer Goodwill Into Gold.](#)"

³⁷ See the Forrester report "[Hitting The Restart Button On Social Media.](#)"

³⁸ See the Forrester report "[Unlock Content Gates To Support Self-Educating Buyers.](#)"

³⁹ See the Forrester report "[How Self-Service Research Changes B2B Marketing.](#)"

⁴⁰ Source: Bridget McCrea, "Major E-Tailers and Retailers Continue to Make Inroads on the B2B Front," tED Magazine, January 5, 2017 (<https://www.tedmag.com/News/features/Major-E-Tailers-and-Retailers-Continue-to-Make-Inroads-on-the-B2B-Front.aspx>).

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