







Enhancing B2B Order Management

6 Keys to drive growth, improve efficiency,
and increase customer satisfaction.

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Introduction: The increasing complexity

It's no secret that every business must give their customers the best customer experience possible. But this "must" is becoming more difficult to deliver in an increasingly complex world – especially for B2B organizations.

The complexities we see in the marketplace today are ever expanding and ever growing. From the point of promise to delivery to lifetime service.

This eBook will begin to probe you to ask questions like: What are the specific requirements your organization needs? How do you orchestrate and track for the demand of growing complexity? What are the things that are keeping your customers up at night and how do you solve them? How do you manage their internal expectations?

In this eBook, we will:

1. Explore the common challenges for B2B businesses in how they manage and orchestrate complex orders
2. Outline the 6 key capabilities required to overcome these challenges and deliver great customer experiences

86% of B2B CMOs reporting that they consider customer experiences to be very important, yet 57% of them reported only marginal CX performance. (Accenture 2019)



“Coca-Cola reported that it reduced its average cost per interaction by 85% by moving offline B2B customers online...”



B2B Order Management

Common challenges

With growing complexity, arises growing challenges that are faced by most B2B organizations when managing orders. Below are the most common obstacles seen in market today:

1. Products from multiple suppliers

Allocating and splitting orders across numerous sources including multiple manufacturers, locations and facilities whilst delivering a seamless customer delivery experience.

2. International shipments and processing

When shipping internationally there are now considerations that need to be made for customs processing as well as being able to hit customer's critical delivery dates.

3. Growing complexity of orders

Many orders require sub-components sourced from multiple manufacturers and/or locations be assembled at a single location prior to customer shipping and delivery. Configurable orders and made-to-order products need to meet the same customer experience for any eCommerce purchase.

4. Inefficient systems

How do you handle all this new complexity in a cost effective manner? You need more than human resource in place, you need the right system orchestration. With the growing complexity of orders, businesses require systems that can handle this complexity while enabling them to provide a seamless experience to customers.

5. Unable to make or meet delivery commitments

Given the inherent complexity of the new supply chain, organizations struggle to be able to accurately estimate, promise and deliver to a timeline that suits customers' requirements. Also, Amazon's same day delivery model is now a standard that organizations now need to accommodate for.

6. High customer purchasing expectations

Being able to give your customers the right amount of visibility of their orders to instill confidence that their delivery promise will be met is critical. At the same time being able to hide the complexity of the order gives the most optimal experience.

Key Requirements

To solve common B2B Order Management System (OMS) complexity.



Key Requirements

To solve common B2B OMS complexity.

1. Global View of Inventory

The first thing you need is the ability to view your entire global inventory, even if the data for that sits across multiple, disparate back-end systems.

To accomplish this you will need a platform that can extract data from multiple ERP systems. Having all of your product data in one central location enables you to make more informed and efficient decisions for your business.

2. Advanced Business Rules

After enabling a global view of your inventory, you need a sophisticated orchestration engine that can engage and allocate an order across multiple locations, facilities, or different processes.

The engine needs to be able to automatically issue instructions to the distributors and manufacturers to coordinate the delivery of the order.

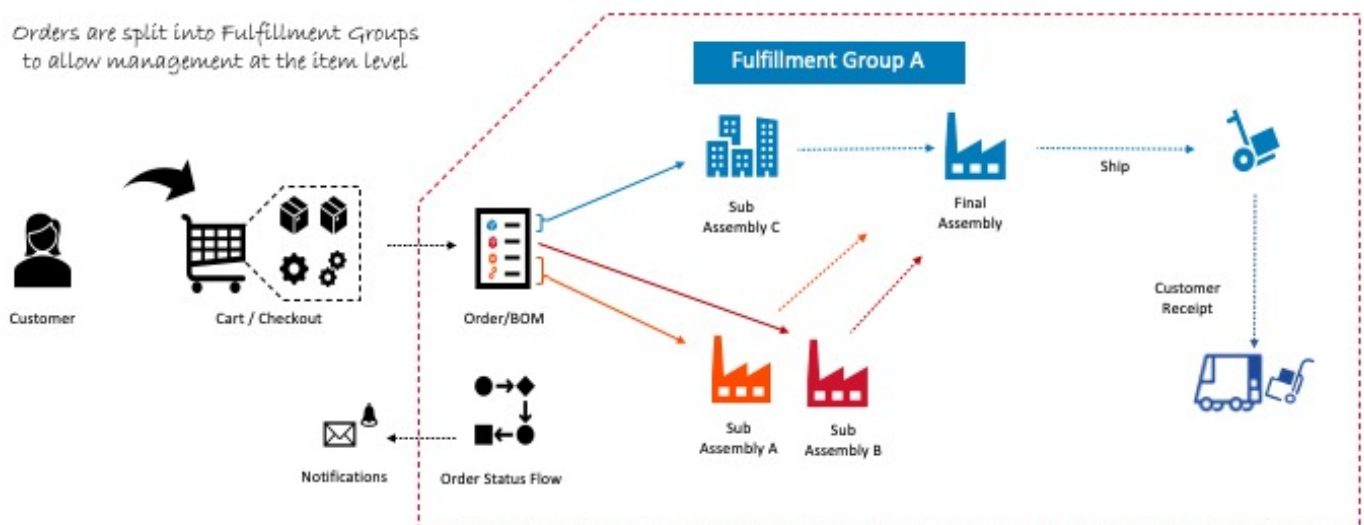
Consider the following example of a complex order involving products requiring sub-parts to be assembled prior to shipment:

Most OMS systems are based on this “completed inventory model”, not manufacturing and inventory that needs assembly.

In B2B, consideration of manufacturing lead times, as well as the orchestration of sub-part assembly is critical to being able to meet or exceed your delivery promise.

In addition to lead time, organizations need to consider what’s the manufacturing process? Is there movement involved with work-in-process inventories? Not to mention, there will always be potential for logistics time - the move of products from one facility to the next - and the potential for delay. All of which are key considerations to track.

Orders are split into Fulfillment Groups to allow management at the item level



Key Requirements

To solve common B2B OMS complexity.

3. Order Orchestration

Linked to the order orchestration capabilities, it is critical that your order management system can deal with managing orders, regardless of inbound sales channel, across manufacturers, suppliers and distribution points.

This capability is key to enabling a single customer order to be fulfilled, and managed, through individual or consolidated shipments, by breaking the order down into fulfillment groups so they can be managed at an item level.

Dynamic real-time view of sourcing that doesn't just look at current inventory, but your ability and capacity to produce it.

4. Delivery & Service Scheduling

Order complexity is increasing from finding and allocating the right inventory to managing unique transportation moves. Now, you need to consider the delivery and service scheduling with this growing complexity. There may be highly sophisticated service installations or simple delivery.

For B2B organizations, coordinating the backend complexity for delivery and service scheduling could make or break the order.

A baseline functionality that your order management must have is visibility of resourcing within the system. You now need to match the right people skillset to the inventory/product being delivered or requiring servicing.

5. Returns (Reverse) Logistics

For B2B organizations, managing the return of products across multiple points of origin is equally as complex, but as important as split order fulfillment.

The ability to handle reverse logistics, warranty claims, and defect parts while controlling the customer return experience is critical.

This process is the mirror image of split order fulfillment and requires the same capabilities but in "reverse order" starting with the customer location.

In addition, it requires the incorporation of things like credit processes that, if not handled correctly, can become a source of frustration for customers.





"...customers who place their orders electronically give the brand a 5% to 10% higher customer satisfaction score than offline-only customers do."



Key Requirements

To solve common B2B OMS complexity.

6. Unified Customer Experience

Providing the best customer experience for your customers involves every interaction and touchpoint with a customers. From first touch on your website or call with sales to delivery of first order through to full lifetime engagement, their journey must be seamless to meet and exceeded customer expectations.

Customer experience isn't linear – it will be different for each journey. Having a technology and a company mindset that accommodates for this and provide a seamless journey is critical.

Being able to take all the pieces of your order management system and delivering them with a customer experience mindset first is critical.

An example we frequently see are damaged orders. This is a bad customer experience. But, how you handle it will define the experience – either reinforce their poor experience or significantly improve it.

Part of enabling great experiences is not only having your people's mindset be aligned to superb customer experience, but enabling your technology to properly talk to your customers about orders prior to and after the point of purchase.

First, you need to give your customer a view of available inventory. Second, after an order is placed, customers expect to be able to view, manage and track their order up until the time of delivery.

For B2B organizations, this requires being able to extract the complexity that exists behind the scenes (multiple ERP systems, parts assembly, etc) and present to customers a simple consumable view of their order. For example, order status notifications at the following 6 points, even though behind the scenes you are dealing with triple the steps:

1. Stock visibility
2. Order history
3. Current orders
4. Order status
5. Order tracking
6. Status change notifications

Having all of your channels, online and off, seamlessly aligned to your customer, will give them the experience they crave to come back again, and again. How do you engage with your customers across every single channel?



SUMMARY

As outlined in this eBook, handling B2B orders in a world where the average order is only becoming increasingly complex is achievable but requires 6 key capabilities to accomplish.

1. Global Inventory Visibility
2. Advanced Business Rules
3. Order Orchestration
4. Delivery & Service Scheduling
5. Returns (Reverse) logistics
6. Customer Experience Mindset

Many systems were not created to handle the innate complexity of B2B order management. Being aware of these challenges and how to solve these challenges is critical to the success of your business.

Achieving the right order management for your business means business growth, improved efficiency and better experiences to your customers.



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