



berylls

BERYLLS MAD MEDIA

SALES AND MARKETING TRANSFORMATION AGENDA 2025

HOW BERYLLS “INFINITY LOOP” CAN HELP YOU BUILD A DATA-DRIVEN MARKETING ORGANIZATION THAT MAKES CUSTOMERS ITS CENTRAL FOCUS

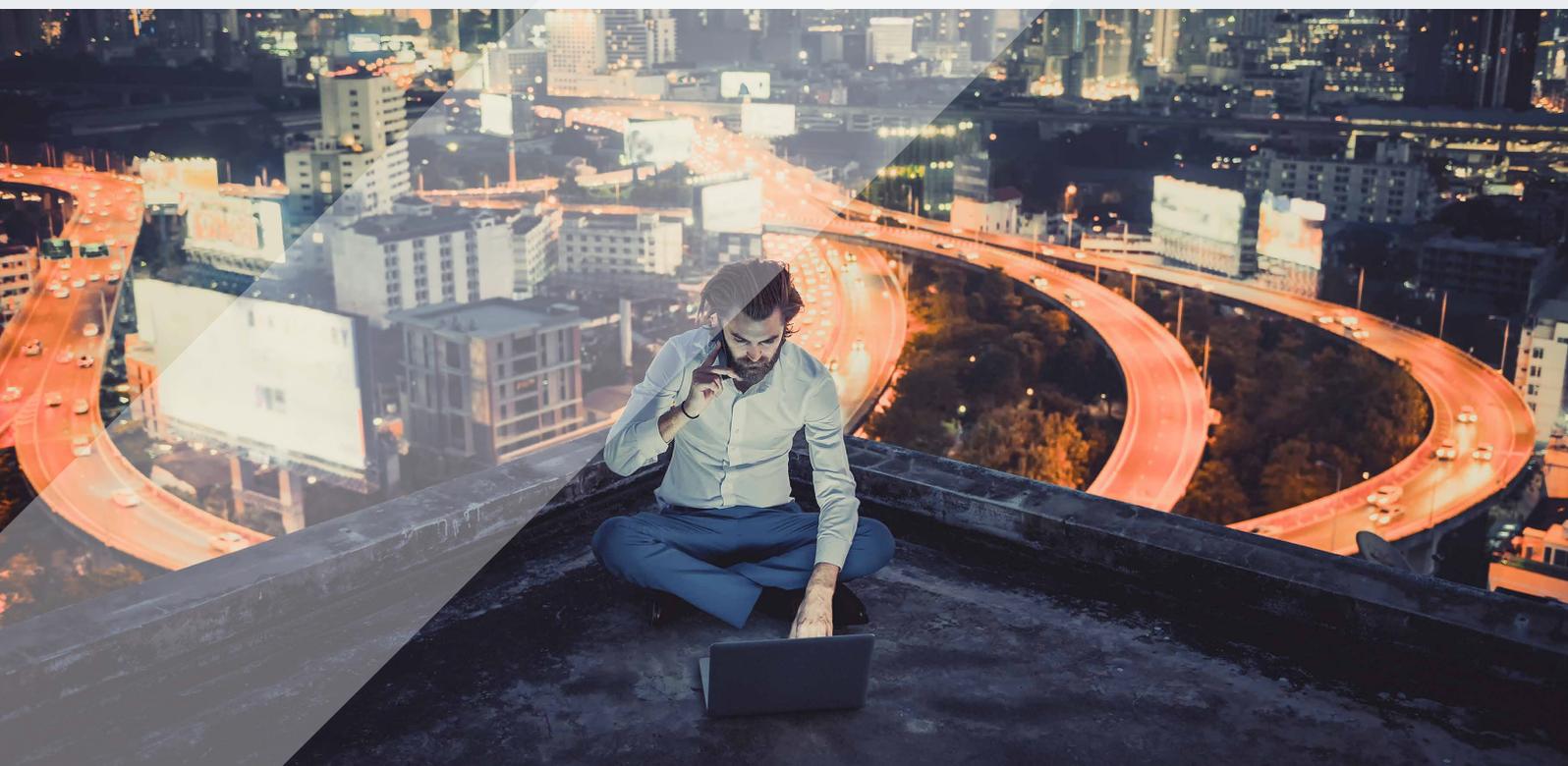
The digital revolution is transforming automotive sales and marketing at an accelerating pace as economies bounce back from the pandemic. Amid the upheaval, the winners will be those players that capture the opportunities created by new, data-driven technologies to improve the customer journey.

Berylls Mad Media has developed a direct-to-consumer sales and marketing approach which we call the “Infinity Loop” to give you a head start over the competition. The loop delivers continuous optimization of the customer journey through constant interaction between data-driven end-to-end (E2E) marketing activities and omni-channel customer journey and sales.

Our starting point is to recognize that customer demands are changing under the impact of digitalization. Convenience and flexibility are the new “must-haves” when buying a car, rather than functions and customization. In response, OEMs have to change their offering, pricing and sales and marketing communication to deliver one integrated offer that is sufficiently flexible to meet the customer’s personal needs.

We believe that sales and marketing operations will converge as the automotive industry embraces the age of eCommerce. Marketing will both drive sales performance and boost the brand. Meanwhile, OEMs will forge links with multiple marketing and digital agencies, because one partner will not be sufficient to manage all activities. Above all, constantly enriched customer data delivered and processed by new digital technologies will increasingly standardize regional and even global automotive sales and marketing.

Time is short. The sales and marketing transformation race is a sprint where the winners will emerge at speed. For this reason, Berylls Infinity Loop leverages five key transformation levers to help you cross the finishing line by 2025.



FIVE KEY TRANSFORMATION LEVERS

1

Transformation **involves Sales and Marketing** - not in silos, but within one operating model

2

Transformation **is built on data** - from beginning to (no) end

3

Transformation **needs harmonization and integration** - across business & touchpoint silos

4

Transformation **requires governance** - maintaining control of all sales and marketing operations

5

Transformation **means changing the whole organization** - not just your partner and agency set-up



TRANSFORMATION INVOLVES SALES AND MARKETING - NOT IN SILOS, BUT WITHIN ONE OPERATING MODEL

Almost all OEMs are ramping-up **pilots to transform their sales** system into a digital, direct sales and marketing model. However, they often forget the need to manage the entire customer journey within this model across different businesses, sales and service levels, regions, and market segments. To achieve a successful transformation, OEMs need to acquire the expertise to take over disciplines such as campaigning, activation and funnel management, offering and pricing, and even stock management. Until now, these activities have usually been delegated to their dealer network or national sales companies.

Integration and collaboration between sales and marketing within one operating model are critical to achieving this goal. It is relatively easy to build new, own or third-party digital touchpoints that are run as a single contact point. Yet it is also crucial to engage the customer and interact with him or her across all on-and offline touchpoints, with relevant, context-sensitive material that draws on the combined resources of sales and marketing teams.

“In the digital era, there is no sales without marketing, and no marketing without sales. The future will be one operating model that engages with the customer along the whole journey, not just during the traditional launch campaign.”

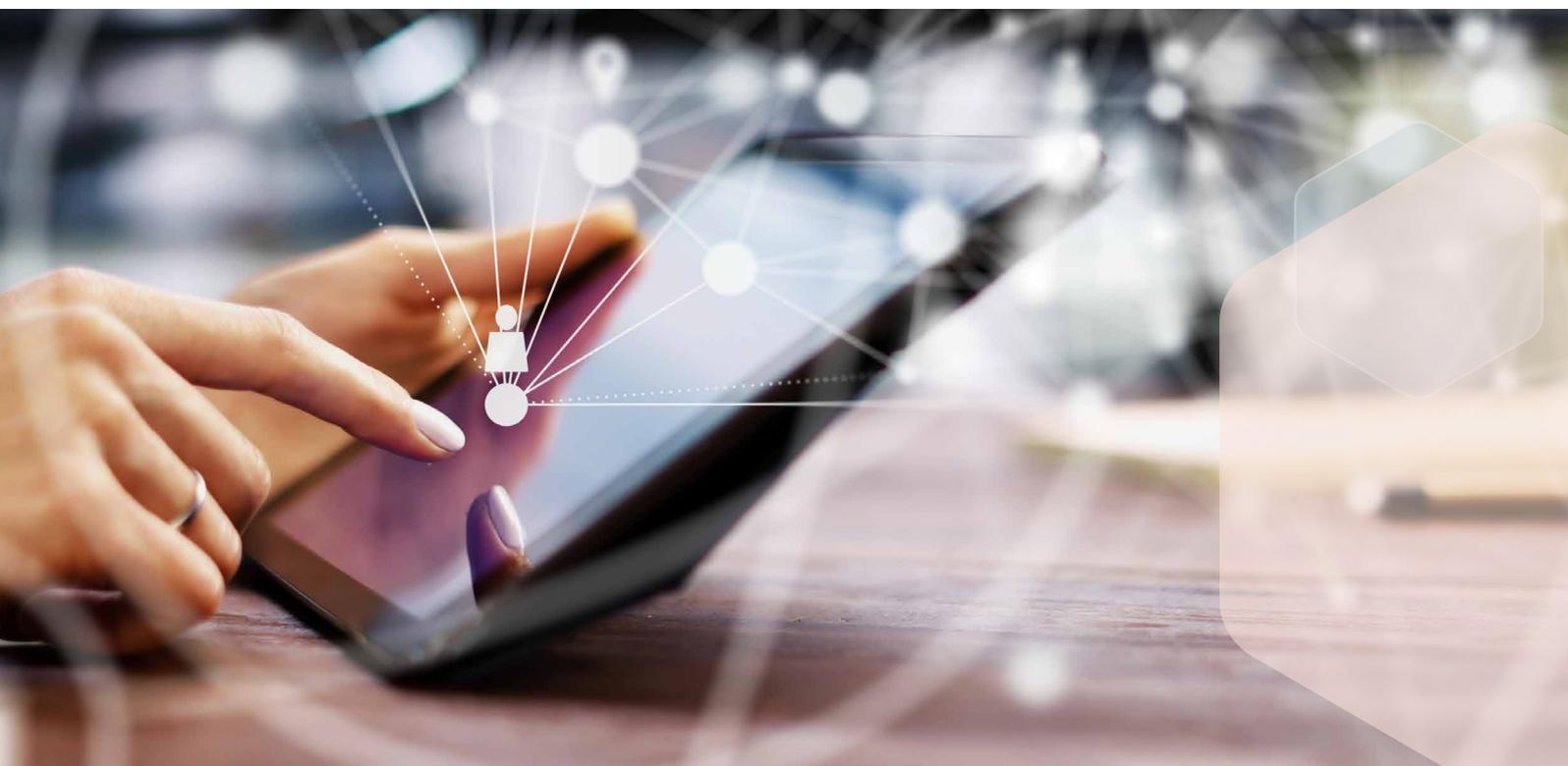


TRANSFORMATION IS BUILT ON DATA - FROM BEGINNING TO (NO) END

In recent years, budget allocation has been the name of the sales and marketing game. In the data-driven future, **precise target setting, rigorous activity planning and cross-channel impact measurement will be key.** Data processing and analytics will deliver valuable, timely insights about customers that identify both gaps and how to close them through annual target setting or real-time conversion measurement and optimization across regional or even global markets. Furthermore, the flow of data will be continuous and constantly improving in quality, as new technologies open up fresh possibilities for understanding customers.

“However, data is worthless unless it is converted into insights, which in turn are useless if decisions are still made intuitively or for “political” reasons. A data-driven mindset must underpin the entire sales and marketing operation.”

A single **customer data platform (CDP)** connecting all data silos **will be the critical basis** for customer-centric, personalized experiences and activities. To build such a platform, sales and marketing teams will need to develop a data-driven mindset and relevant capabilities, and fuel interest throughout the organization with trailblazer projects that showcase the power of data. These projects can only be established by new centers, or hubs, of data competence across single markets or within individual business functions.



TRANSFORMATION NEEDS HARMONIZATION AND INTEGRATION - ACROSS BUSINESS, IT & TOUCHPOINT SILOS

Currently, **most sales and marketing departments and teams** behind different consumer touchpoints **do not interact with each other**, even though data is playing an increasingly important role in customer conversion and engagement across the whole range. In addition, IT and business decisions are often still insufficiently integrated. Especially in times of advancing digital transformation, however, the IT architecture must not be viewed in isolation, but dynamically incorporated within the whole organization.

Breaking down this silo mentality begins by using the same vocabulary, workflow systems and tools to achieve consistency. To this end, the **customer journey needs to be the first and central focus for all stakeholders and businesses**, including IT, sales, aftersales, financial services and digital sales. Secondly, all touchpoints need to communicate and interact with each other to maximize conversion potential rather than merely optimize a single contact point.

The **usage of BMM omnichannel interaction maps can help to visualize the journey** and data flows – across touchpoints, businesses, or departments. It can serve as the single source of truth from UI/UX, data objects, microservices to backend systems – for business and feature requirements to change enablement across all parties involved.

“Touchpoints need to be managed with an integrated online and offline as well as business and IT perspective by using BMM omnichannel interaction maps. Creating a common language and a single customer roadmap is key.”



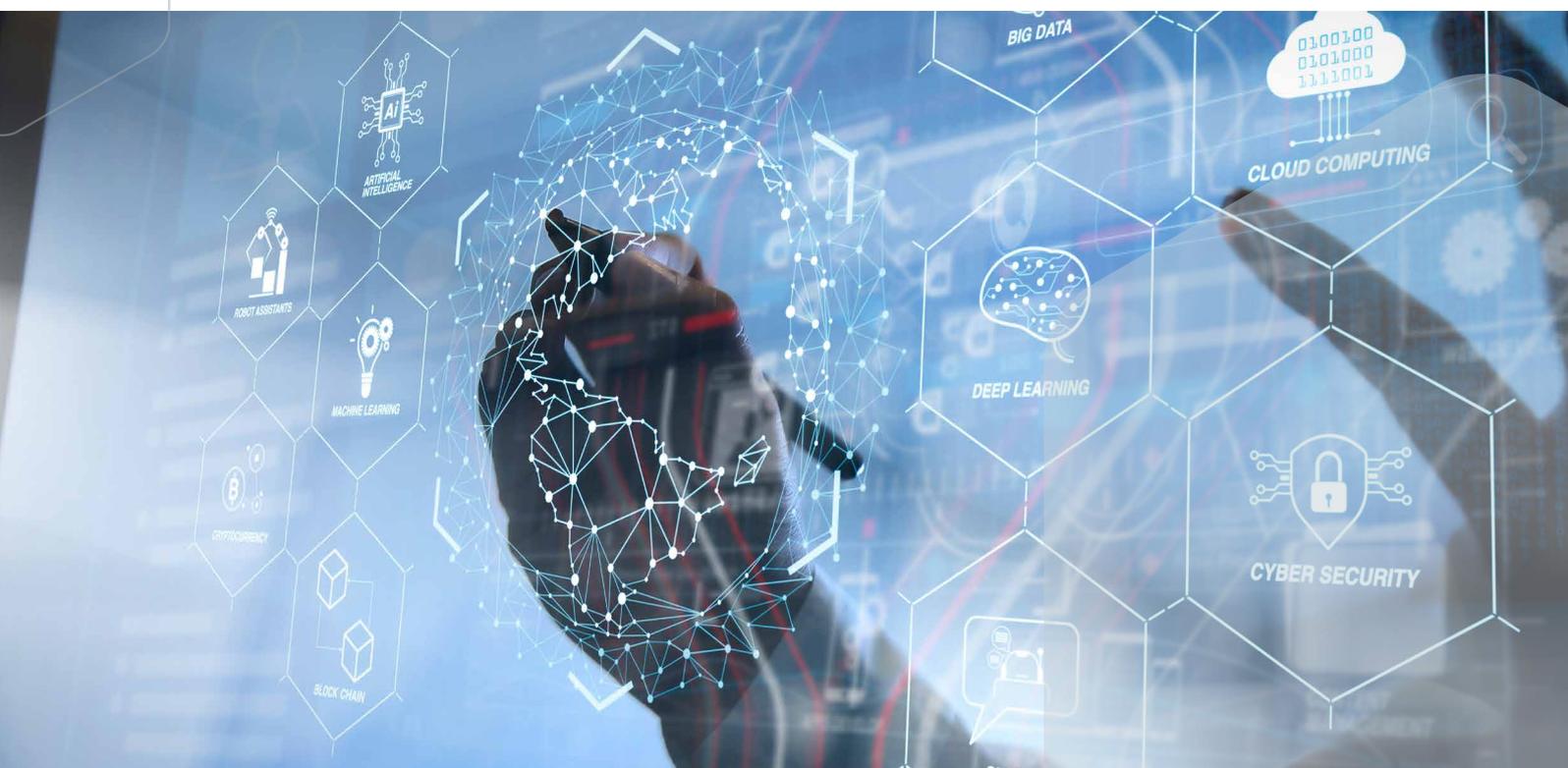
TRANSFORMATION REQUIRES GOVERNANCE - MAINTAINING CONTROL OF ALL SALES AND MARKETING OPERATIONS

Over the last decade, **many incumbent OEMs have built formidable marketing departments and agency collaborations.** Yet cross-channel consumer behavior and rapidly evolving marketing technologies are changing the rules of the game, requiring companies to work in a more agile, responsive way, both internally and with their partners.

“Strong management in this complex world is only possible if you set up a robust process model with clear interfaces and KPIs. Designing your own platform will maintain competitiveness beyond your current partnerships.”

Unfortunately, **some organizations are reluctant to make this shift by identifying their core sales and marketing capabilities,** continuing to manage agency networks that often claim to be king in every discipline. For success in both areas, we recommend a **“best-of-breed” approach with neutral governance functions,** which ensures competitiveness is the key criterion when deciding whether to keep a sales or marketing activity in-house or use an external agency or partner.

Internally, **OEMs need to build a platform that enables them to plug and play with the right partner** for the right discipline across all sales and marketing operations. The platform should manage the input and output across all touchpoints and establish standardized processes across regions and domains, which agencies and partners must adopt.



TRANSFORMATION MEANS CHANGING THE WHOLE ORGANIZATION – NOT JUST YOUR PARTNER AND AGENCY SET-UP

Transforming the digital and creative sales and marketing operation into **one customer centric organization** is only a first step. The entire OEM organization must also be transformed in the same way to focus relentlessly on the customer journey while guarding against the resurgence of old habits, where brands, functions and individual businesses are kept in silos.

Today's sales and marketing teams often still operate with the same dynamics that have developed over decades, but in future, every part of the organization needs to **ask what it contributes to the customer journey**, with incentives and rewards based on this metric.

To establish this – **heart, minds and hands need to act as one**. Thus, professional project management as well as supportive change management are essential. Above all, communication is the starting point for increasing the willingness to change. Only if the entire organization can be taken on a "joint journey", organizations will master the challenge of digital transformation.

"A successful transformation must reach all parts of the sales and marketing organization, from management and leadership to processes and skills, and be reinforced by a wholesale change in corporate culture."



BERYLLS MAD MEDIA'S “INFINITY LOOP” APPROACH FOR TRANSFORMING SALES AND MARKETING

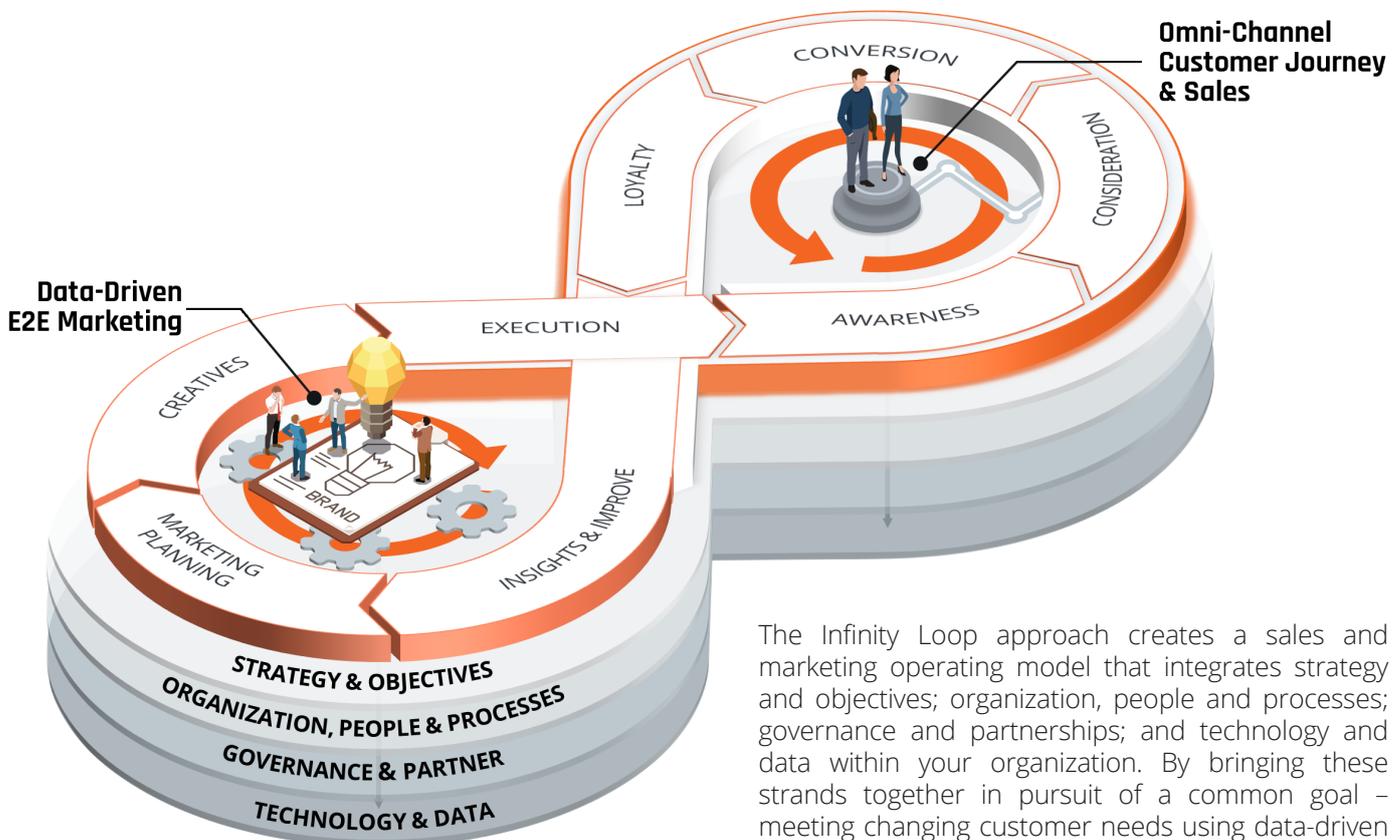
We have developed our “Infinity Loop” to help organizations work on specific data-driven transformation initiatives while keeping the whole sales and marketing system in mind, with a consistent focus on the customer journey. The loop delivers continuous optimization of the journey through constant interaction between sales and marketing activities.

DATA-DRIVEN E2E MARKETING (left side of the loop)

This covers Strategic Marketing Planning, Creatives, Execution and Insights & Improvement – and back again. For example, when it comes to marketing planning, we show you how to allocate budgets transparently along the customer journey to achieve your objectives, whilst remaining agile and focused on optimizing efficiency. On execution, decisions on which assets should be played on which channels should be based upon how to reach the right people, on the right channel, at the right time, with the right message. We help to collect, analyze, and use the necessary customer data for this purpose and to implement use cases.

OMNI-CHANNEL CUSTOMER JOURNEY & SALES (right side of the loop)

Marketing plans are only as good as the end customer experience. This part of our Infinity Loop takes the complete omni-channel journey into account from the customer's perspective, from awareness and consideration to (eCommerce) conversion, and the building of genuine loyalty. You will only achieve your business goals if your customer buys into them.



The Infinity Loop approach creates a sales and marketing operating model that integrates strategy and objectives; organization, people and processes; governance and partnerships; and technology and data within your organization. By bringing these strands together in pursuit of a common goal – meeting changing customer needs using data-driven technologies – OEMs can take the lead in maximizing the opportunities of the transforming mobility market.

BERYLLS.

The Berylls Group's services are fully dedicated to the automotive industry. From offices in Germany, China, the UK, South Korea, North America and Switzerland Berylls experts cover all current and future topics within the automotive ecosystem. Their expertise is combined in four specialized units – the Berylls Quartet.

Berylls Mad Media – Mad Media's experts develop and implement data-driven marketing and customer experiences, integrated portfolio and service design, all the way to holistic process and IT architectures.

We accompany clients through their transformation into data-driven marketing organizations with a consistent focus on the customer journey. In doing so, we optimize the entire marketing process – from sales and marketing planning to creative content, marketing asset distribution and continuous KPI measurement and improvement.

YOUR CONTACT PERSONS



Jonas Wagner
Partner
jonas.wagner@berylls.com



Maximilian Möller
Principal
maximilian.moeller@berylls.com



Sascha Kurth
Senior Associate
sascha.kurth@berylls.com



Marian Asche
Principal
marian.asche@berylls.com



Henry Lundt
Senior Associate
henry.lundt@berylls.com

T +49 89 710 410 400 | info@berylls.com

The background features a city skyline at sunset, with a body of water in the foreground. Overlaid on this are glowing orange and yellow hexagonal patterns. Various icons are scattered throughout, including a smartphone, a dollar sign, a lightbulb, an envelope, and a group of people. The overall aesthetic is high-tech and digital.

berylls

Berylls Mad Media GmbH

Maximilianstraße 34 | 80539 München | T +49 89 710 410 40-0
info@berylls.com | www.berylls.com