

PERFICIENT



SUCCESS STORY

Growing Market Opportunity for B2C Expansion

What if...

market, competitor, and website analysis could help a recognized brand expand into B2C markets and grab a larger market share?





CUMMINS

About the Client

Cummins Inc. is a U.S.-based global organization that designs, manufactures, and distributes engines, filtration, and power-generation products as well as fuel systems, controls, air handling, filtration, emission control, electrical power generation systems, and trucks.

CHALLENGE + OPPORTUNITY

Missing Opportunities to Drive Revenue in New Markets

Cummins had built strong customer loyalty with dealers, distributors, and OEMs through its deeply rooted B2B sales channels, but historically the manufacturer had not experienced many conversions through its website and saw this as an opportunity for growth.

We found that Cummins lagged its competitors when it came to providing an exceptional digital experience. There was a lack of product content, inability to research and purchase on the same site, poor search results, and no display of lead times.

Leveraging its website as a sales channel would allow Cummins to target consumers the company had not previously spent time marketing to. It would also allow the company to focus efforts on the important aftermarket parts audience of B2C customers who already have Cummins products and need replacement parts.

CHALLENGE + OPPORTUNITY

Missing Opportunities to Drive Revenue in New Markets continued

While Cummins has strong brand recognition in its marketplace, it was losing business to competitors (a.k.a. “will-fitters”) with better websites that often described their off-brand products as “Cummins-like.” Our experts conducted market research and analysis to help Cummins build a case with executives for expansion into online aftermarket parts markets that would reach these target consumers and drive growth.

We developed a roadmap that included implementing machine learning software and a PIM platform, adding in product reviews and ratings for more detailed product information, optimizing the mobile experience, enhancing security, and introducing a content delivery network, Akamai, across the entire webstore.



SOLUTION HIGHLIGHTS

Analyzing Market Trends and Opportunities for Expansion and Growth

Before expanding into the B2C market, Cummins needed to better understand the total addressable market and determine if it was worth the investment to begin expansion.

We conducted a market analysis that focused on competitive point of view research, opportunity growth within the industry, and size of the market share. Next, we reviewed parts data supplied by Cummins, information on generic parts makers (called “will-fitters”), and the market for engines older than 10 years, as well as generators older than two years, since these parts are usually no longer with their first owner.

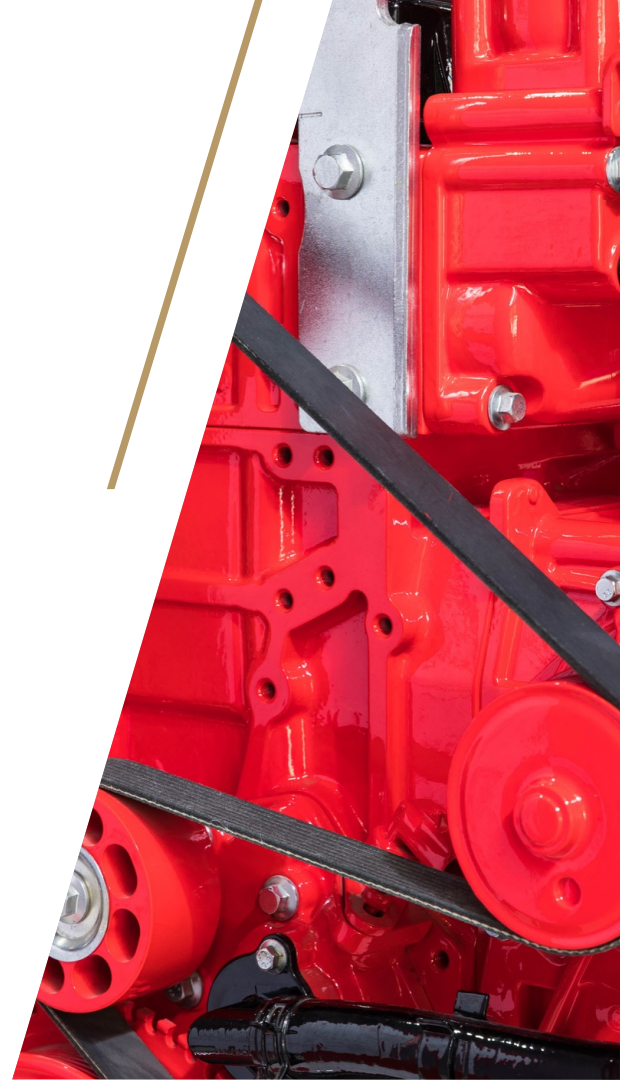
SOLUTION HIGHLIGHTS

Analyzing Market Trends and Opportunities for Expansion and Growth continued

Cummins manufactures dozens of engine types for multiple uses (on-highway, off-highway, industrial, agriculture, recreational marine), but we found that the company could realize the greatest profit from engines more than 10 years old and generators more than two years old due to growing demand for aftermarket parts.

We helped Cummins better understand its position and opportunities for growth in the B2C market by focusing on highway vehicles for engines and recreational vehicles for generators because of Cummins's brand recognition in those areas.

By consolidating and acquiring will-fitters, Cummins could also offer a better product mix and capitalize on market share.





SOLUTION HIGHLIGHTS

A Competitive Valuation and Website Audit Define the Need for Change

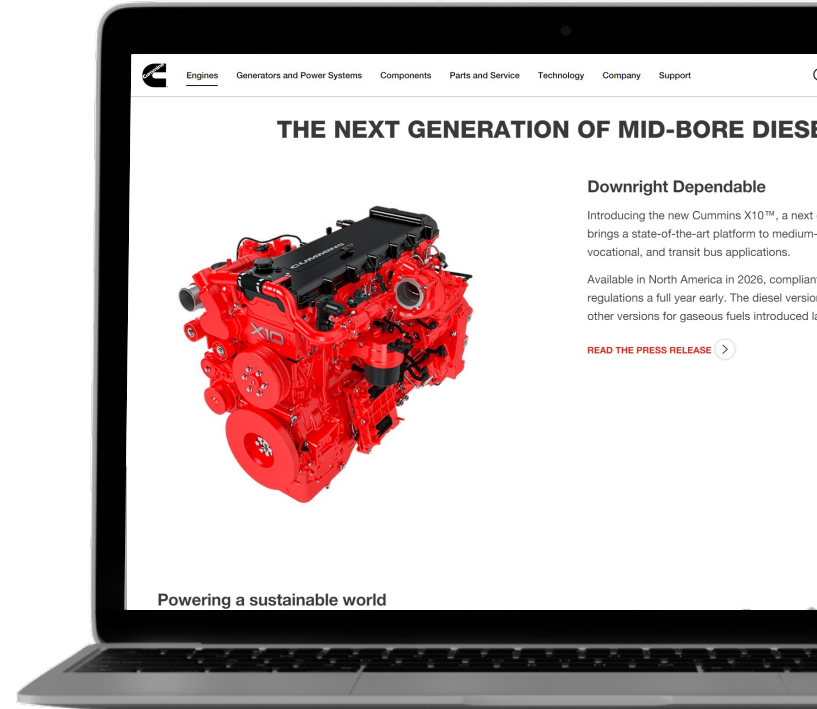
We conducted a competitive analysis of Cummins and its 10 largest competitors, including will-fitters, reviewing 18 markers across four categories to arrive at a digital maturity score for each competitor. Cummins' score relative to its competitors indicated a clear opportunity to capture additional market share.

SOLUTION HIGHLIGHTS

A Competitive Valuation and Website Audit Define the Need for Change continued

We determined that if Cummins invested in a product information management (PIM) platform, it could raise its digital maturity score, improve the customer experience, and buyers would use the site more for research and purchases.

To help achieve this, we suggested adding more-detailed product descriptions and targeted industry and custom content, limiting risk by addressing accessibility issues, aligning to the technology roadmap in place, and implementing search engine optimization.



SOLUTION HIGHLIGHTS

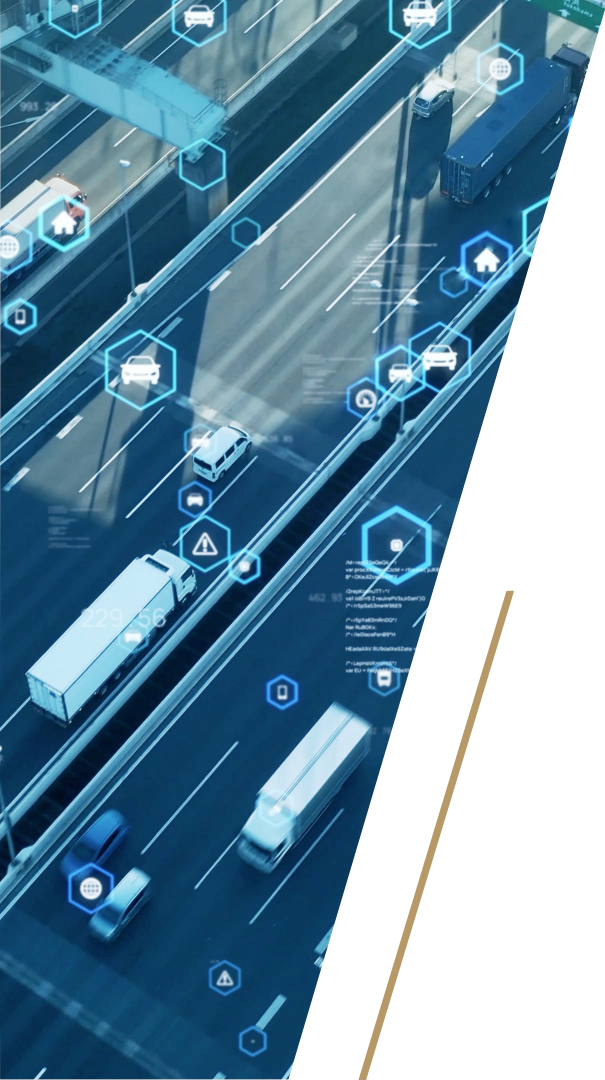
Defining Buyer Personas to Target Consumers

Cummins was originally trying to target 27 buyer personas, which was too many to effectively reach. It needed to better understand who its customers were if it wanted to effectively reach them.

We reviewed and analyzed the personas to see if we could identify a common thread between them. We found that each persona was:

- A “do-it-yourself” (DIY) type who was researching replacement part options and availability
- Learning about how to complete repairs
- Comparing a time-to-cost ratio, as well as OEM to will-fitter parts
- Wanted to complete research in one place

With these four characteristics in mind, we defined a single persona to target—the DIYer—around which Cummins could develop a focused and frictionless online experience and content strategy.



KEY BENEFITS

Setting a Realistic Strategy for Market Growth

We helped Cummins define its total addressable market, determine where the company could gain ground against competitors, and identify a single persona to market to.

Our roadmap positions Cummins to gain 30% of the aftermarket parts share and add \$1 billion to its bottom line.

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