

New rules: B2B is changing

In an increasingly fast-paced and homogeneous global market, commercial excellence is based on the ability to integrate technology and human listening to capture, before others, the strong and weak signals that transform sales into value.

Adriano Costantini, Italmatch's Group General Manager Global Business

We are currently living in a period of significant transformation, so profound that we must no longer consider it sufficient to discuss strong signals. Instead, we must think about completely new rules of the game, which are redefining the tactics

and the strategies of commercial organizations in every industrial sector. The radical transformations currently taking place in our society will inevitably lead to significant changes in the world of B2B and the commercial organizations that operate in it.

The Italmatch case: innovation and global challenges.

Italmatch Chemicals Group is an Italian multinational chemical company active



in the global specialty chemicals market. We have 20 production sites across all continents, where we manufacture chemical additives for a wide range of industrial sectors. The commercial challenges we face are typical of the chemical industry. As a business built on innovation and the production needs of a variety of industrial sectors, it is crucial for us to understand strong market signals such as supply security, the cost of raw materials and energy, and regulatory systems. However, it is also important to recognize the more weak trends, such as the growing demand for sustainability and circularity, the ever-changing global geopolitical landscape, and the necessity of combining innovation with sustainability and cost-effectiveness.

B2B between technology and human relationships

Focusing on commercial organizations, strong signals include the digitalization of relationships, information overload, the growth of multichannel communication and the rapid advances in artificial intelligence, to name just a few.

This requires companies to continually evolve to make their products or services stand out in an increasingly homogeneous and undifferentiated competitive landscape, without being overwhelmed by price as the sole factor in making decisions.

In a world where all offers appear similar, success goes to those who can build trust and demonstrate the coherence and uniqueness of their commercial proposal. They communicate value throughout every interaction with the customer, not just at the end of the deal. Even in the industrial B2B market, strong signals are well-established trends that require productivity metrics which have become standard across all sectors, including the most conservative ones, such as the chemical industry in which Italmatch Chemical Group operates.

Advanced CRM platforms that are increasingly integrated with AI capabilities are essential tools for understanding the market's overall direction, especially in competitive, capital-intensive environments with long sales cycles.

Strong signals are clear, concrete indicators showing the direction and strength of a trend and are used for making immediate tactical decisions in the short term.

Listening as a strategic tool

However, as previously mentioned, strong signals are merely the tip of the iceberg of the game. Simply knowing the signals is not enough to succeed. Today, companies need organizations capable of interpreting weak market signals that may indicate a significant difference. These are less obvious forms of information, such as social media comments, isolated customer feedback or emerging trends that have not yet had a significant impact, but which can indicate radical changes or crises. Intercepting these signals requires a system of active listening and continuous customer monitoring, which is often supported by data analysis and human analysis, because emotions are, and will always be, fundamentally human.

key areas to oversee

So, what are the essential requirements for a sales organization? Firstly, front-end sales functions must be trained as sales and customer service. Salespeople must be trained to integrate quantitative and qualitative data. The traditional role of the salesperson as a product specialist and the relationship between the company and the customer must be transcended in favour of more hybrid roles that can understand customer needs and accelerate the effective implementation of needs within the sales organization.

Italmatch and Manageritalia are partners of SDA Bocconi's CEL (Commercial Excellence Lab), a unique knowledge centre dedicated to commercial excellence and born from a collaboration between academia and business. The partnership with Manageritalia aims to support sales managers in navigating ongoing changes, while also spreading managerial culture within the Italian business community.



SDA Bocconi
SCHOOL OF MANAGEMENT
CEL - COMMERCIAL
EXCELLENCE LAB



<https://bit.ly/CEL-SDaBocconi>

consolidated
ection and
e vital for
business
a.

c lever
entioned,
he rules of
them is not
it is
intercepting
make the
obvious
as social
feedback
aven't yet
ut which
es or future
signals
e and
itoring,
y careful
32B sales
ndamentally

organization?
ctions, such
vice, must
ntitative
raditional
a market or
sole link
the
nded in
s that can
ds and
within the

It is essential to provide continuous training to the sales force to avoid becoming stuck in beliefs and convictions derived from the past rather than looking to the future.

Agile structures for a changing market

Today, markets and the competitive environment change much faster than most commercial organizations, so it is necessary to have agile structures that can adapt quickly to different contexts. Coherent strategic alignment between R&D, marketing and sales is no longer just an organizational ambition or an efficiency goal, but a prerequisite for actively listening to customers and intercepting weak signals from the market in which one competes.

The ultimate challenge is not just to sell more, but to be able to read market trends earlier and more accurately than others, right down to the individual customer. In a world of non-linear change, achieving commercial excellence depends on monitoring both what is visible and obvious to most and what is barely discernible.



CONVENZIONE DIRETTA
FASDAC

PERCHÈ SCEGLIERE NOI

- Tecnologie all'avanguardia
- Personale qualificato
- Diagnostica rapida
- Puntualità nella gestione
- Ambiente accogliente

Lo Studio Dentistico Sorriso & Salute è un ambulatorio odontoiatrico odontostomatologico all'avanguardia che opera a Monza dal 2003. Il nostro centro si occupa di estetica del sorriso, ortodonzia fissa e mobile ed invisibile tramite mascherine, impianti endossei, riabilitazione protesica, radiologia endorale, prevenzione dentale, chirurgia orale e pedodonzia.

**TAC IN STUDIO
LASER PER TERAPIE ODONTOIATRICHE**

La struttura sanitaria odontoiatrica è aperta ai pazienti nei seguenti giorni e orari:
Lun • Mar • Mer • Giov • Ven
dalle 9.00 alle 12.00 e dalle 14.30 alle 19.00
Si riceve per appuntamento

**Via Gaslini, 1 - 20900 Monza
Tel. 039.2022489
www.sorrisoesalute.it**

Dir. San. Dott.ssa Maria Isabel Pareja Carrillo - Odontoiatra

**STUDIO DENTISTICO
SORRISO & SALUTE**

Publicità conforme art. 1 della legge di bilancio 2019 (30-12-2018 n.145)