

## Interview guide

1. In which sector do you work? Can you tell me a little bit about your company? What is your position in the company?
2. Have you already used AI in maintaining or developing b2b marketing relation?
3. Can you share about how you and your company use AI?
4. Since when have you used it (long term/ middle term/ short term user)?
5. What has it cost in terms of time and money to apply AI in practice?
6. Do you think that the relation with your clients have been changed since you had introduced AI into the practice? If so, what are the differences?
7. What are the tools of AI that you or your company use to develop and maintain the customer relationship?
8. What do you think of AI in terms of its advantages and disadvantages in the selling procedure?
9. What changes that AI brought to people who were responsible for the customer relationship? Maybe a change in the position, in the job activity?
10. Do you trust AI in developing/ maintaining relationship with your clients? Vice versa, do you trust it to give your personal information and are you willing to interact with it when other companies reach you by means of AI?
11. What are the feedbacks from your customers when you used AI to interact with them?
12. Do you think the AI will replace humans' roles completely in the B2B selling process? For geographical reasons all our interviews were conducted by phone or Skype.

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## Arnault Pacho interview

**Maxence Caille:** Our research project is centered around business-to-business marketing and artificial intelligence, so our goal is to gather information on both and to see the link between the two. We'd like to know about your experience in the field and what you've been doing about it.

**Arnault Pacho:** So, I'm in the area of recommendation systems, so we're a little bit on the sidelines with developments that are user centric. I worked about 20 years ago in artificial intelligence, what we call machine learning, or systems that learn with neural networks. After that I worked in document reading, character recognition, but it's only recently that I came back to AI, since a year ago, because I started a thesis. I have an IT company with about fifty employees and we do services around web platforms and internet technology but we do a lot of e-commerce and we have done a lot of sites and there is a big expectation from customers to try to increase their margin, transformation rates, etc.. And that's what gave me the impetus because I also wanted to do a more in-depth work because a thesis lasts 3 years and it's a time scale that is quite rare in the business world. Since almost a year I'm in the bibliography section so I read a lot of things about AI applications for e-commerce and what I studied the most is the product recommendation systems. There are problems that there are also in marketing about all the cognitive biases that are found in the data.

**Question:** *That can be very interesting for us because our final goal is to try to focus on trust in artificial intelligence.*

**AP:** It's very interesting because we're finally lending AI this kind of rationality as if it's going to be able, without ideologies, without our human personalities, without our human side, to make the right decisions. In fact, this is not the case because machine learning systems learn from data and not only do, they retain the cognitive biases that can be sexist, racist, etc. in the data, but they accentuate them. They accentuate them because that is basically how they work. In the classification systems, in fact, we try to find the characteristics that differentiate the classes that we are trying to separate. When the system holds one of them, it puts a stronger weight on them. We know how to measure the impact of the learning machine and these biases are often accentuated. Sometimes it can create a bad buzz, for example, they realized that women had lower overdraft authorizations on bank accounts, that in job recommendation systems women were recommended less qualified jobs because in the learning bases women are in fact in less qualified jobs. In machine learning systems you have the notion of loss function or utility function. The system seeks to optimize a function which can be, for example, in the case of a marketing subject, customer satisfaction. This brings me to the notion of multi-stakeholders. The flaw you have in the usual machine learning systems, in which you have a single utility function that seeks to be optimised, i.e. you are going to give an indicator to give the score of your system and you know these are systems that learn by error, like human beings for that matter. They make mistakes and then they try to recalibrate themselves as they learn to try to be the best they can be. The problem is that some systems consider only one utility function. For example, if it focuses on the user function, this can lead to the notion of a filtered bubble, on YouTube for example it is always the same content that is offered to the user. It locks people into a world that was created a little bit for them and that is not necessarily the real world. When we say "multi-stakeholder" we mean that we will try to ignore the user's score, we will take into account other issues. For example, we're going to consider a certain diversity in the content offered. This can solve these bubble systems. We could even take into account the margins that we make on products on an ecommerce platform. We do not simply try to resolve user satisfaction. So, we can add other indicators on the systems to try to promote not only the product that the customer wants to buy but also other products. Like what a salesperson can do when you enter in a shop. That's it.

**Question:** *Going back to what you were saying earlier about bias and the fact that it was an ethical issue, so it can be a problem to trust artificial intelligence. So, is it possible to counter bias? If that's the case, what can be done to remove this negative aspect of artificial intelligence?*

**AP:** Yes, then it is possible to correct the biases, there are several ways to do it. Either directly in the data, or by modifying the learning machine so that it weights differently and brings back a balance. We are able to detect this cognitive bias. What is a cognitive bias? You have several parts of the population using your service and the ethical principle is that everyone should be served in the same way. With a lot of data, we are able to measure the difference between the service that is offered by the learning machine system according to the categories and therefore to weight the bias of the system. Ethics is a rather broad problem. There is also the problem of being able to explain the decision. You must have heard about the "black box", which is very fashionable at the moment. Unlike other artificial intelligence techniques based on rules, such as constraint programming or systems that are not self-learning, the problem with the learning machine is that we end up with networks that are more and more important and it is very difficult to know what was the discriminating factor for a decision taken concerning a client, what was the reason. And that is problematic because it is difficult to justify oneself to the client. That's why, with the GDR, any data owner has the right to have a human to give him the explanation of the cause and to have his requests processed by a human and not automatically. There has been a concern about these black boxes that we do not understand. This is the paradox of these systems, which have never worked so well, but they leave everyone a bit hungry, and sometimes we do not understand why it works. So, ethics can be explicability, i.e. the technique that consists in explaining a classification or segmentation in the case of marketing. Do you know the difference between supervised and unsupervised systems? Supervised systems are systems for which we have labelled the data we have made them learn, so we said for

example "this is a dog, this is a cat". This seems normal, but it is important to know that not all learning is like that and there are other so-called unsupervised learning systems which, for example, don't know that it's called a cat, obviously, but they will be able to receive millions of images of dogs and these types of photos all look the same, and the system will create groups of data that look the same, "clusters" of data. This is essential in marketing because in marketing we normally try to segment customers by finding customer stereotypes. Artificial intelligence does this very well. You have the notion of "long tail" or "long tail". It's the idea that 80% of your turnover concerns 20% of your work. When your human resources are limited and you don't have the artificial intelligence to do the job for you, you will focus on your big buyers, those for whom the profit will be the most important. With artificial intelligence, you will be able to treat with the same finesse the product you sell once a year or the atypical customer. In general, in marketing we focus on where there are the most levers, the type of population or the most popular products. With AI, the cost of operation is the same and you can run the systems on products that you wouldn't normally handle. AI results in a very low marginal cost to process any type of product to be optimized. It doesn't always take the place of man; it sometimes does a job that man didn't do. In terms of ethics, we will say societal responsibility, we will find the problems linked to the destruction of jobs. Opinions are very divided on this; you can read all about it and its opposite. But certainly, there are a whole bunch of tasks that AI can do that are not achievable by humans for two reasons. The first one is the cost and the second one is the complexity, that is to say that the AI is able to deal with problems with a lot of input parameters, which would not be feasible by other techniques and certainly not by human beings.

**Question:** *The general idea is also that marketing managers can concentrate on the top 20% and we could potentially leave the 80% achievable by AI to AI?*

**AP:** Well, not quite because if you want, as soon as you replace someone in marketing with artificial intelligence, they're going to be able to do a lot more and for all products and issues. So there's definitely going to be a revolution. One can even wonder if the notion of "marketing strategy" still makes sense when you have systems that are capable of making several million decisions per second depending on the type of user. What is interesting is that we bring in the notion of context. We're on personalized systems, so we're going to be able to target the right product for the right person, based not only on the type of person it is but also on the context: the time of day, the weather, the day of the week... We can go after very fine things.

**Question:** *If I understand you correctly, marketers are going to have to change roles completely.*

**AP:** Yes, absolutely, even though I'm more familiar with Artificial Intelligence than with marketing as such.

**Question:** *So, we're trying to look at both aspects, so marketing directly to the consumer and marketing to businesses, so can it be applied in the same way or does AI apply differently when dealing with B2B marketing?*

**AP:** I wouldn't know how to answer that. There's another aspect around marketing that is price. The price is already self-adjusting. What AI can do is to do A/B testing all the time to find the right price and have the best transformation rate. A/B means that we take two offers, we start from two different scenarios and we take the best one. I'm sorry I'm a little bit dry on this question.

**Question:** *Don't worry, don't worry, it's still interesting. The final idea in fact of our research project is to find out if in the marketing relationships and in the sales process, we can trust AI as much as we can trust the marketing teams?*

**AP:** Well, that's a broad topic. If I were to preach the "pros" about trusting artificial intelligence, it's true that we end up trusting the system more than we trust ourselves. For example, on my car it brakes by itself, at the beginning you are hesitant, then afterwards you realize a number of times that you were not very vigilant and in fact it braked for you. Confidence is gained. I think confidence is going

to go up on artificial intelligence systems. It's sad to say but on many issues, AI is better than human and you would have more confidence in the robot than in the human. In a few hours or days, AI is able to aggregate millions of data, which man can't do. And to come back to the question of whether we should really trust, we should know that artificial intelligence systems are very easy to deceive. For example, on the differentiation between dogs and cats, for us human beings, we only need four pictures of a cat to learn how to recognize it, whatever the level of brightness, profile, back, etc., and we can't tell the difference between a cat and a dog. An AI in deep learning, it takes a million cats to be able to recognize them. This is called convolutional networks, there will be several levels of abstraction of the image and the system will treat the detail as well as the general distribution of the image. This is what human beings do, when we look at something we start from the general and then we look at the detail. Basically, we have a thought process to distinguish the images we see. Strangely enough, the deep learning system, it can sometimes put weight on small details and when we manage to reverse engineer it, we are able to deceive it just by changing three pixels. Artificial intelligence aggregates a lot of weak signals, and by modifying them slightly by hand, we get a falsification. That's why it can be difficult to trust artificial intelligence. Of course, it is more efficient than human, but there can be glaring errors or hackers who take advantage of your artificial intelligence. Artificial intelligence and all these automated systems lack the notion of "common sense" which is a kind of guardrail for man that prevents him from making certain mistakes.

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## Nicolas Aurick et Clotilde Voizard Interview

Hello, thanks for having accepted our interview. We have some questions to better surround our subject which is about the link between AI and interpersonal trust in a B2B relation.

*Can you tell me a little bit about your company? What is your position in the company?*

**Nicolas Aurick** : I work for the insurance group Groupama. I am the group's director of digital transformation.

**Clotilde Voizard** : I work in close collaboration with Nicolas since I am project manager of the group's digital development.

*Have you already used AI in maintaining or developing b2b marketing relation?*

Together we have various projects to manage in small areas to enable Groupama to remain connected to technology. We are finding that there are few insurers who are as advanced as we are in the development of technology and in particular AI. We don't communicate a lot about our digital strategy, but we are convinced that this is a necessary step that needs to be taken now in order not to be overtaken tomorrow.

*Can you share about how you and your company use AI?*

In the insurance industry, we have new challenges and AI is one way to meet these needs, among others. Groupama's objective is to improve customer satisfaction and this involves better targeting of customer requests, better handling and management of their contingencies. In this way, technology allows us to make our products better known and therefore sell them better.

*Since when have you used it(long term/ middle term/ short term user)?*

We've been using this technology for about ten years. But we have intensified its use in the last three years.

*Do you think that the relation with your clients have been changed since you had introduced AI into the practice? If so, what are the differences?*

What is certain is that the relationship has evolved with the introduction of AI. It is easier for us to target expectations and needs. For the insured, AI allows for a generally faster processing of their request.

*What are the tools of AI that you or your company use to develop and maintain the customer relationship in the selling process?*

Now, AI is mainly used for the search for new customers. This is done by searching for customers who are already equipped, and this is done through a campaign of emails that the AI allows to do. The AI allows to send more emails, more targeted and therefore more effective. Also, AI allows us to identify behaviors on our website and depending on the way of scrolling, we can offer more appropriate products thanks to the AI.

*What do you think of AI in terms of its advantages and disadvantages in the selling procedure? For example, building customer relationship?*

AI has undeniable advantages in terms of demand targeting and simple case management. AI is therefore an effective tool that can analyze an impressive amount of data. The disadvantage is that this technology has 38 difficulty managing complex situations and that the analytical capacity and flexibility are more important in a human.

*Do AI technologies influence mutual trust between your clients and your firms the selling process?*

The issue of trust is a particular one in the insurance sector. What is important for the client is not who is in charge of the relationship. Indeed, the insured person has confidence in an insurer from the moment the insurer (machine or human) compensates him in case of a claim. Thus, the trust does not lie so much in the person who handles the problem but, in the finality, i.e. the reimbursement.

*What are the feedbacks from your customers when you used AI to interact with them?*

They are satisfied because it goes faster, and they feel better understood.

*Do you think the AI will replace humans' roles completely in the B2B selling process? Why?*

AI won't replace humans and we can't let robots handle everything because there are situations that are far too complex and require a human eye. However, it is necessary for everyone to become aware of this transformation and to establish more AI culture. We need to demystify this technology which is still scary but very useful.

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## **Patrick Morand Interview**

– Sales and business development manager at Groupama Rhone-Alpes Auvergne -

**Maxence Caille:** *Hello Patrick, thank you for agreeing to answer my questions, just to start could you with a few words describe yourself and your job?*

**Patrick Morand:** Hello, Maxence Caille, it's always a pleasure to answer questions from students, especially EM Lyon student, a school that I know very well. So, I'm Patrick Morand, I work for Groupama RhoneAlpes Auvergne since, more or less 20 years, and in this company my position is "sales and business development manager". Groupama Rhône Alpes-Auvergne is a leader in the insurance sector in the region and the turnover is over a billion dollars. Under my responsibilities I got a team with 1200 people who mainly works into commercial sector. An important aspect of my job is management but my main purpose is the commercial part between the company and all the actors of the market who could potentially deals with insurance company.

**Maxence Caille:** *Ok great, so you often have to deal with the B2B marketing and the B2B selling process?*

**P. M.:** Well, the main part of our business is with the enterprises. So we essentially do B2B business and so to answer your question: yes, we do B2B marketing and the B2B selling process. 39

**Maxence Caille:** *Perfect, I asked you this question because we do a research about "How AI influences interpersonal trust in the selling process". First of all, do you use AI in your B2B relation?*

**P. M.:** It's a very interesting subject and very contemporary! You are in the middle of huge problematics for the future with the increase of the new technologies. Every sector are touch and especially ours. This must be fascinating to work on it, and you know at my age I try to follow the train of new technologies, AI, etc. but when you're coming from the last generation it's hard sometimes (laugh). About your question and the use of AI: of course, we use AI because nowadays every big company like us must use it. It's a great tool and, I'll admit, it's a slow process we're getting into. But we are not at the same stage as the USA or the Chinese. Nowadays in Groupama Rhône Alpes-Auvergne, every sales and every business deals that we realized become a data for us and we process, we analyse this data. It's very useful when you want to know why and how you realize this or that number. And then you can make some adjustments, correct the shot. Well like I said before we do not use AI as importantly as others but more and more intensely, it's a personal desire shared by the Board of Directors and my managers, it's a part of the strategy for the future we believe it.

**Maxence Caille:** *So no fear about AI?*

**P.M.:** You know, you always have fear with something new, especially with a technology that is presented as intelligent as humans and is even expected to replace them. But we don't use AI without control it's essential for us. I mean nobody wants to be the next Kodak or Black Berry and miss out on progress, innovation... But trust AI means control it anyway. We can't afford to do anything with data that belongs to our clients. So AI ok but we don't play the chemist's apprentice, even if we go, maybe slowly some will say, we go carefully.

**Maxence Caille:** *It's an answer that we often get, the fact that it's exist a little fear with the AI and the facts that it's deals with data, it's a delicate topic. I would like to concentrate my questions about the trust in the B2B selling process. I'm sure that the trust is something essential for you could you give us your vision about it?*

**P.M.:** Ah, I'm very glad that you ask about the "trust", I was wondering when were you going to come to "trust". To me, the trust is the most essential parameter, aspect, factor during the selling process even more in the B2B. I already refuse to make a deal because of the lake of trust. If you can't build the trust don't expect to create anything with someone in the business. In B2B, in my sector, we're talking about thousands of euros and sometimes million. It's unimaginable to make a deal with someone you don't trust on those levels. You have to understand that when you making a deal, when you chose this company rather than another, this person rather than another person, it's because in the beginning you believe stronger in him 40 more than anyone else. So of course you look the price, you look the details of the offer but at this stage you've already compare concurrencies and you just want to know "ok can I trust this person, this company?". Because it's always exist asymmetry of

information. You will never be sure 100% just by looking numbers and statistics. And this is especially true in the insurance business. Trust is at the heart of our business offer. You sell trust because when something happens to you, you need to be able to count on your insurer first and foremost and immediately. Which is why I'm all the more sensitive about your subject as an insurer. When you sell a car, a house, an article of clothing, it's something tangible whereas an insurance contract is very abstract for most customers. And most of the times the offer of the concurrence is not so different than yours. The main part of your job is to build the trust. The trust is like the frame of a bridge. You can't expect to cross a bridge without a frame. And the frame, as the image of the trust, is something invisible that you can't measure or see that is why it's a difficult exercise.

**Maxence Caille:** *It's sure that the insurance contract can be something fuzzy I guess sometimes. I got a last question for you, does it exist a link between AI and Trust, and if yes, what is your vision about this link?*

**P.M.:** Well... it's a tough question and it's going to be hard for me to answer succinctly (laugh). First of all, yes it's exist a link between the two. The trust can become stronger thanks to AI in that sense that if a tool can help you to see clearer you will be able to give trust to someone. When you use AI as something to help you to take your decision and not something to make the decision for you. I would like to give you more details about the specific place of AI during a sale but you know I'm not a specialist about this technology (laugh). But I know that I get some information that I couldn't have gotten without the artificial intelligence, and by this way I'm able to give a stronger trust to someone or into something. When you make a deal in B2B it's a race for data. Like I said before in B2B we deal with some large sums of money. If you make a mistake with a 10 years' contract that's going to cost you hundreds of thousands of euros, I can assure you that you're very attentive to every element at your disposal when you make your choice.

**Maxence Caille:** *You seem to place less importance on trust when artificial intelligence intervenes.*

**P.M.:** No it is not less important it is the fact that upstream you have more information and therefore when it comes to building trust the asymmetry of information will fade and leave more room for the conviction that you will be able to create during your exchange. I still believe that without trust, you can have as much information as possible, if there's no trust, the deal will never happen. I'll use the bridge metaphor again. You can know that the road is good, that the bridge is in the right place, that it will save you time, that you 41 have room to pass etc., but if you have a doubt about the strength of what you cannot see, namely the frame, then you do not cross the bridge.

**Maxence Caille:** *Ok well a good metaphor that really makes your thinking clear. Well, it was my last question, thank you so much Mr Morand for taking the time to answer me. Have a nice day.*

**P.M.:** Thank you, it was really very interesting I really enjoyed your subject and I hope I'll be able to take a look at it, I'm very interested. Good luck for the next of your research it's a good topic keep going.

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## Aur lie Delau Interview

**Maxence Caille:** *In which sector do you work? Can you tell me a little about your company? What is your position in the company?*

**Aurélie Delau:** I'm Director of Purchasing and Logistics at Groupama Rhône Alpes. Groupama is a French mutual insurance company. The company is divided geographically.

**Maxence Caille:** *Can you tell me how you and your company use AI?*

**Aurélie Delau:** AI is only used at the group level and not in the Rhône Alpes region in my case. Indeed, for artificial intelligence to be effective it needs a lot of data and the data from the Rhône Alpes region is not enough.<sup>1</sup> Moreover, we have had a delay in our transition to digital because of the 2011 crash that forced us to sell some of our assets. We have started our digitalization in 2014 with a delay that we have since made up for. We are now in the middle of the middle range in terms of digitization.

**Maxence Caille:** *Okay, so what are the impacts of this digitization, especially artificial intelligence?*

**Aurélie Delau:** We are in the process of setting up software using artificial intelligence that would make it possible to replace an expert in the event of a claim. In fact, the client would take a picture of his damaged car, for example, and he will automatically be reimbursed the amount that the artificial intelligence has evaluated. This new technology allows the customer to be taken care of more quickly (no need to send an expert) and is less costly for Groupama. Nevertheless, the customer can still decide to use an expert. Therefore, although new technologies are being developed, customers still have a choice. In practice, 80% of customers should use artificial intelligence rather than experts.

**Maxence Caille:** *How did you develop this artificial intelligence?*

**Aurélie Delau:** We used image banks in order to develop the machine's deep learning.

**Maxence Caille:** *Have you used artificial intelligence for other uses?*

**Aurélie Delau:** We developed an automatic chatbot within the company so that experts who need information save time and get the same information. Unfortunately, the lack of information meant that the machine did not answer everything or give partial answers. This software was therefore stopped after a few months of operation. Following this failure Groupama launched the "OCEAN" project with the aim of collecting more data in order to run future artificial intelligence.

**Maxence Caille :** *What are these future projects?*

**Aurélie Delau:** We want to make online subscription totally automated. Because today the user has the impression that it is automated (everything is done online without an advisor), we always have a team that rechecks the work done online. Nevertheless, we can see the limit of artificial intelligence in this type of activity. Indeed, artificial intelligence can make easy contracts (for example housing contracts). For although it can make more complex contracts (e.g: contract of enterprise), the relationship of trust with the client is crucial in this type of contract and cannot be withdrawn.<sup>7</sup> One last example I can give you is a friend of mine who works in a finance company. For a few years now he has been trying to replace himself. In fact, he only does contracts with small companies that are not very profitable. However, if these are automated, it would make it possible to enter this type of contract economically interesting.

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## Marc Diviné Interview



**Question:** *We would like to know how important trust is in B2B marketing relationships and whether Artificial Intelligence is able to replace the human in these relationships? And to what extent?*

**MD :** Trust is absolutely major in B2B marketing relationships and a big difference between B2B and B2C marketing is the duration. There is a lot more customer loyalty because they don't want to take risks and therefore the relationships are long term. Trust is the first rule. First of all, we will affiliate a company to a product rather than a product to a company. In other words, to establish this trust, we first choose the supplier and then we choose the product. For two suppliers who have exactly the same proposal, we will select the one for which the trust will exist. To establish this trust, the seller must be able to show that his company is credible, so as soon as he makes a promise, he must keep that promise. We are not at all in the same register as the B2C where we are looking for a buying experience...

**Question:** *How can a company appear more credible to its buyers? Are there particular techniques?*

**MD :** In order for it to be credible with its buyer, there are contacts that are through communication and there are contacts that are human. The contact through the communication will be presented on a website. We're going to go a lot to the websites of distributors and manufacturers in order to trust both. First of all, the 43 distributor, because that's who we buy from, and then we have to trust the manufacturer, because he has to provide a certain number of services for the maintenance of the product, for example. So first of all, trust depends on the information provided. If I don't know what its capabilities are, what its turnover is, if I don't have a technical description of the products, if I don't have labels (safety, low consumption, conformity), all of this is communication that will bring trust. If I have information on its sales network, its service, its infrastructures, the means available, its IT and development resources, its location, its number of engineers, etc., I can be sure that I will be able to communicate with them. All this will bring confidence. So the second point is human contact. Confidence will be built because the salesperson gives information that I asked for, because I had a problem with the use of the system and the problem has been solved. I can't wait on the phone, for example, in B2B, making a customer wait on the phone is "killing" the customer, whereas in B2C it doesn't matter a bit. If the technician can't fix the product, if the product is of poor quality and there are breakdowns, all this contributes to a loss of confidence.

**Question:** *If human contact and business responsiveness are so important, then wouldn't using robots and Artificial Intelligence help to reduce this confidence?*

**MD :** There can be two points of view if you like. The first point of view is whether the customer needs information. In some cases, he needs information that is very technical and very precise, sometimes very complex. AI is going to be able to help at that point. Some companies have forums or FAQs. There can be huge forums with hundreds of questions, and the customer who is going to try to get his answer is not going to get it. I think Artificial Intelligence can improve that. So, when you have very technical aspects, it's likely that AI will certainly help. There can be emergency questions, danger situations, as we are often in B2B, more than in services, hence the interest of AI. In fields such as chemistry, nuclear, energy, in aeronautics, AI can certainly be a support to the customer to answer him and give him information. Then the customer needs to reduce these risks. He needs to understand the product, he needs general instructions so there can be an assistance to the salesman by the AI to better outline the needs of the customers, in order to arrive at a proposal that is interesting. It is possible that here too there may be solutions through artificial intelligence.

**Question:** *Finally, it is mainly a help for the customer and on the supplier's side it is a question of reducing the working time?*

**MD :** It is indeed a help for the customer, for the salesman but also for all other services, in particular the commercial and technical services. In commercial services, if the customer calls, the AI will ask three questions and thanks to the answers to these three questions, plus all the problems encountered in the past by the customers, because the AI can manage large inventories

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## Interview Kamel Metadjer

**Maxence Caille:** *In which sector do you work? Can you tell me a little bit about your company? What is your position in the company?*

**Kamel Metadjer:** I'm working at ST Microelectronics Grenoble as a Digital Marketing Data Analyst. ST Microelectronics is an international company of French and Italian origin, whose operational and executive headquarters are located in Plan-les-Ouates, near Geneva, Switzerland, which develops, manufactures and markets electronic chips (semiconductors). It is one of the world's leading players in the semiconductor manufacturing industry.

**Maxence Caille:** How the B2B marketing is organized in your company?

**Kamel Metadjer:** So, I work in the digital marketing department. Sales and marketing are linked in ST. The company is organized by areas. That's why marketing, digital and communication are cross-functional fields.

**Maxence Caille:** Do you use new digital technology for your B2B marketing?

**Kamel Metadjer:** Our company does not do e-commerce. Indeed, historically ST has big partners with whom they have been working for years and for B2B marketing they cannot start now an e-commerce site. To find new customers we use distribution, we ask another company that will take care of acting as an intermediary between these new customers and ST. These new customers represent 30% of ST's business. The remaining 70% are customers with whom they have direct links, who buy in large quantities and who are historical customers. We are also looking for new customers with "marketing automation". This process allows more than a million emails to be sent automatically to contacts that are chosen thanks to filters imposed by marketing department members.

**Maxence Caille:** *Do you use Artificial Intelligence in the B2B marketing process?*

**Kamel Metadjer:** Through the actions performed by customers on our websites and other digital media, we can get a huge amount of data. For the time being, we are only using this data to study a potential customer. Artificial intelligence would allow us to define patterns with the immense amount of data recovered. Which is impossible for a human being. But ST, unlike the GAFA, isn't interested in the valuation of this data. Because as said earlier ST already has its historical customers and they have created a strong relationship of trust with them and therefore prefer to invest their existing relationships.

**Maxence Caille:** So how do you interact and keep good relationship with your clients?

**Kamel Metadjer:** In terms of customer relations, we will use our website, social networks (Google add, LinkedIn) and newsletters to promote our products. We also go to exhibit to present our products face to face because they are often complex products and must be explained to buyers. That's why we send people qualified in the technical field to reassure and present the product to customers.<sup>3</sup> That's how we keep good relationship with our clients and keep their trust. This shows you the importance of the question of trust in B2B relationships.

**Maxence Caille:** *You don't use Artificial Intelligence yet, but have you plan to develop in order to improve your relationship with your clients?*

**Kamel Metadjer** : ST will develop artificial intelligence for the customer relationship when the customer requests it. Indeed, imposing a chatbot on customers instead of an employee would be a very bad choice. The customer would feel abandoned and relayed as a small customer and the relationship of trust between the company and the customer would be damaged. It is better to wait until the customer wants to exchange by the chatbot ticket. The customer who wants to save time in this way will be delighted to learn that the company has set up a chatbot. For example, a store that opened online sites not before consumers wanted them to, but after seeing that consumers wanted to save time by ordering online. So, the evolution of B2B marketing relationships with artificial intelligence will be done when customers want it and will not be imposed by the company.