OCTOBER 2020

PROVIDING LEADERSHIP IN THE NEW NORMAL

MAKING B2B TRUST YOUR BUSINESS DNA

Presented by

CUSTOMER ATTUNED LTD

Customer Attuned

Welcome from Ellie Luk

Director of Marketing

Trust is such a heavy word. It carries huge responsibility.

We use it in so many situations and yet, we often test the boundaries, stretching it to see how much wriggle room we have, but one step too far, and it is broken.

Throughout the COVID pandemic, we have all relied heavily on those who 'have our back', the ones 'we can count on'. And this applies just as importantly in business relationships; *"How flexible will our customers be with this new normal? Which partners can handle this? Can our suppliers adapt to new arrangements?"*

When you have trust in your relationships, your credibility is authenticated a thousandfold. Our very own co-founding Director, Dr Mark Hollyoake, understands the importance of Trust and went so far to have his doctorate academically acclaimed. We are very proud to share his insights with you in his new model **B2B Trust DNA™**, so your business relationships can prosper for the long term.

ONLINE PANEL DISCUSSION - WEDNESDAY 21 OCTOBER 2020

Timing

BST

10:30 - Introduction + Welcome
10:32 - Panel Discussion
11:00 - Q+A
11:30 - End

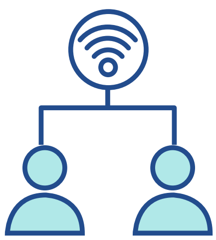
There's still time to register

Book here

Event Link: Click here

Meeting ID: 840 5035 8470   **Passcode: 933417**

Tips for joining the online event



- We recommend you download the Zoom app. If you are unable to download the app, you can join the session from your browser – Chrome, Firefox, Safari or Edge are currently supported (but the app for Windows/Mac is a better user experience)
- Zoom can be very power hungry so make sure you have power connected.
- 5 -10 minutes prior to the session, join the Zoom virtual conference. There you will be welcomed into a virtual waiting room and the main room will open.
- Once in the main presentation room, by default, you will be muted and your video feed will be switched off.
- For the Q&A session, there will be the option to post questions or have your line unmuted to enable you to ask your questions directly to the panel. This will be explained on the day.

Guest Speakers

David Haley, Global Head of Business Transformation Services, Atos

David joined Atos in 2014 as the Client Executive for the DWP Personal Independent Payment (PIP) contract. Following successful renegotiation of a second variation and extension to the original contract he was promoted to the Atos UK&I Executive Committee leading the delivery and growth of the £500m Business Transformation Services division which includes National Savings & Investment Bank and Aegon.

Mumbi Odame, Head of Human Centred Design, Rand Merchant Bank (RMB)

Mumbi is the Head of Human Centred Design at RMB responsible for building a client-led and design-led capability for the organisation. She was one of the first three Certified Customer Experience Professionals (CCXP) in Africa and has used this knowledge to drive systemic client-centric thinking. She has diverse and significant experience in the financial industry.

David Brown, Distribution Proposition & Agency Leader, Commercial, Covéa Insurance

David joined Covéa Insurance in 2016 as Head of Northern region for commercial and high net worth business, where he was responsible for P&L growth in Glasgow, Manchester and Newcastle. In his current role, he leads the development of broker and end-customer propositions in the commercial business, therefore understands the importance of trust in business relationships.

Dr Mark Hollyoake, Founding Director, Customer Attuned

Mark holds a Doctorate from the University of Southampton, his thesis focused on Trust as a dynamic within B2B customer relationships. He is an expert in B2B Customer Experience and Customer Management. This includes CM strategy development; execution of improvement plans (incl. organisational modelling for customer management); programme design; and partnership & alliance development.

B2B Trust Evaluator: Driven by Trust DNA™

Peter Lavers, Founding Director, Customer Attuned

A new approach to understanding and building trust in B2B relationships based on the latest academic research and leading thinking - practically and pragmatically applied.

Why should trust be central in your corporate purpose?

Trust is often included in vision statements and corporate objectives, but not in a way that is clearly defined or measured. Words and statements, however, don't drive behaviour – they need substance in your corporate purpose, mission & vision, strategic objectives, and culture.

The sad reality is that trust is all-to-often compromised or even destroyed in the chase for quarterly sales figures and market share. If you don't care about trust and trustworthiness then read no further.

Recent research by Dr Mark Hollyoake reveals that trust is the key to transforming commoditised, cost-obsessed customer accounts into mutually profitable long-term business relationships.

Undertake our **B2B Trust Evaluator** and we will co-create with you a clear roadmap to fully understand your trust start-point and thereafter to proactively manage trust with your customers and partners.

We will point you to where trust needs protecting or developing for mutual benefit, and how to do it.

The B2B Trust DNA™ Evaluator
More than just another customer survey

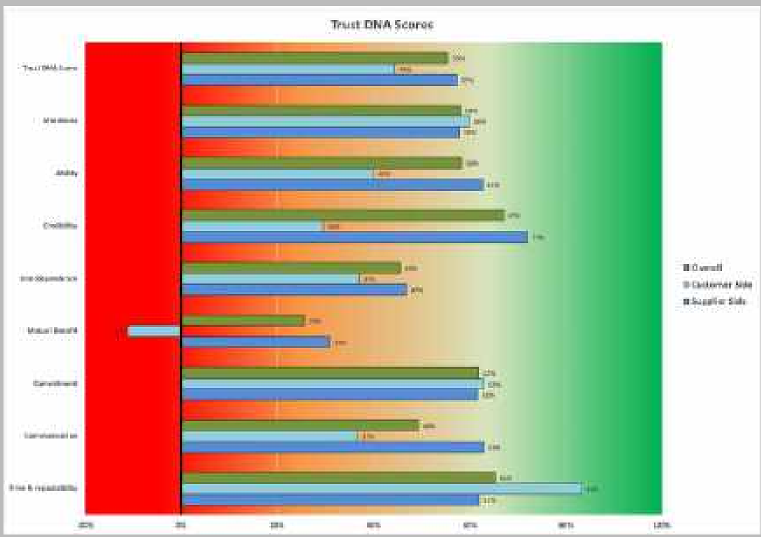
The B2B Trust Evaluator is built upon over five years of academic research, concluded in 2020 and undertaken across a number of sectors and at multiple levels on both sides of B2B relationships & partnerships.

The academic research shows that the triggers and critical incidents for deepening or damaging trust are not the same (or have equal importance) across both sides of the relationship and within different levels of seniority and engagement.

This means that a "one questionnaire fits all" approach (even a very long one!) can only skim the surface of B2B trust. Dr Mark Hollyoake's analysis has developed an indexed catalogue of incidents, behaviours and attitudes that are either building or impairing trust in your business. Our approach draws down the right questions to ask the different stakeholders that have been proven to matter to them.

How does it work?

- We ask both sides of the relationship – not just the customer – because trust goes both ways
- We go beyond the buyer / seller interface to ensure we gain responses from different levels & functions on both sides - leadership, operations, support, etc.
- The questions asked (max. 30, spread across the model) are specific to the role, side of the relationship, and level of customer/supplier engagement that the participant has within it.



The questions cover the **good** practices that you should do more of (e.g. "***Our leaders act as role models for building trust through their actions, behaviours, attitudes and ways of working***") and the **bad** practices to eradicate (e.g. "***There's a tendency to hide the truth rather than be open about it***")

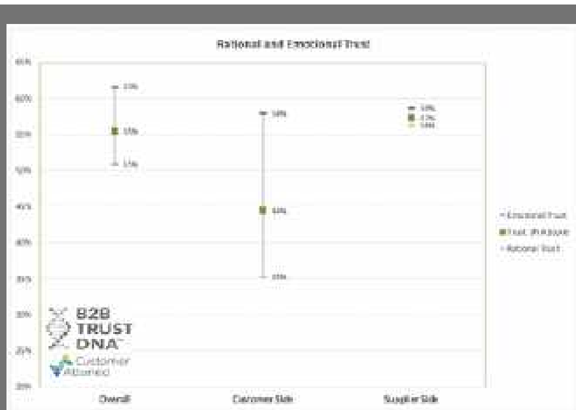
- The approach can be applied for **key accounts and partnerships**, with dedicated teams on both sides. It does not suit sole trader/small business/B2C relationships
- It is **agnostic** of the survey tool used – the value is in the IP, not the vehicle by which questions are asked.
- We bring both sides of the relationship together to socialise the findings and work interactively to address the areas identified by the trust evaluator.

Key outcomes:

This approach gives you a clear understanding of where your current levels of trust reside.
Because it's a diagnostic rather than a 'silver bullet' one-question approach it also informs what's required to improve:

1. **Indicates if your relationship is in consonance or dissonance**
2. **Enables you to apply segmentation based upon the benefit of trust building**
3. **Establishes if buyer / supplier side trust is symmetrical or asymmetrical**
4. **Determines the strength of trust by level - inter-organisation, inter-operations, and interpersonal**
5. **Diagnoses issues by each element of the B2B Trust DNA™ model, giving areas of focus for preservation and development**
6. **Positions each side of the relationship on an 'S' curve of B2B trust**
7. **Provides a blueprint of practical and pragmatic actions to fix the areas where mistrust is developing**
8. **Provides a similar blueprint to protect, enhance, develop and capitalise on trust building**
9. **Shows the balance between the emotional and the rational within the relationship**

You can therefore work on the different elements of the model in a planned and systemic way, and check the progress through regularly re-applying the B2B trust DNA™ evaluator at key development milestones (especially when team changes or disruptions in trading conditions have occurred).



THE B2B TRUST EVALUATOR IS POWERED BY

THE B2B TRUST DNA™ MODEL

Why is trust often only spoken about after it has been lost? Is trust at corporate level the same as trust between individuals or teams? What critical incidents and behaviours build / affirm, or damage / destroy, trust? Is it possible to be proactive about developing trust in your B2B relationships?

Trust is dynamic and its development requires systemic organisation-wide approach. Care needs to be taken, as trust building initiatives can be easily undone if they're not planned and implemented authentically.

Trust can be nurtured through the proactive and systemic application of the Trust DNA™ model . This model sits at the heart of our B2B trust development methodology. You can see a more detailed unpacking of it on page 7.

The research identified eight explicit components within the B2B Trust DNA™ model:

8. **Commitment:** The determination at all levels to make the relationship work, role modelled by the leadership team (not to be confused with a commitment score e.g. NPS)

1. **Intentions:** Both sides being clear about what they expect from the relationship

2. **Ability:** Demonstration of capability and competency to turn intentions into reality

7. **Communication:** The people and functions on both sides who turn intentions into reality are genuinely engaged to enable them to deliver the desired outcomes and effects

3. **Credibility:** Both sides doing what they said they would

4. **Interdependence:** Working well together to co-create

6. **Time/Repeatability:** Continued delivery of mutual value, perhaps evolving into a strategic partnership

5. **Mutual Value:** Returning fair and equitable commercial value to both sides

The model operates like a B2B relationship engine, developing trust in the relationship and thereby delivering mutual value.

Benefits from building trust into your business DNA:

- A virtuous, reinforcing loop of relationship trust that delivers ongoing mutual commercial benefit
- Enablement of joint working and co-creation for value enhancement, cost reduction, and innovation that is more readily accepted and applied
- Higher share of business and deeper penetration of your product/service portfolio
- Demonstration of emotional investment in your business relationships
- Proof of the relational and commercial effects of your trust intentions and team efforts to make it reality
- Open exchanges of insight and advice to solve business problems rather than just “selling stuff”
- Mutual value that couldn’t be replicated by switching to a competitor
- Reductions of opportunistic / coercive behaviour and short-termist, transactional attitudes
- Minimisation of politics and egos in play

Do you have customers where the balance is all wrong and you are too dependent on them? We can identify how you can develop them to be more interdependent and strategic.

Do some of your customers seem ‘stuck’, with little depth of relationship despite your best efforts? We provide a blueprint to the development of customers that are worth making the journey with.

Is your category/sector so competitive that it’s difficult to stand out or differentiate from the crowd? This approach enables trust to be authentically built in to your proposition.

Are you drowning in contracts and contractual disputes? We show how to move relationships away from SLA ping pong into mutual value creation.

We are actively looking for partners to pilot this brand new approach to B2B trust evaluation. Please get in touch if you are interested

Talk to us:

Dr. Mark Hollyoake, Founding Director, Customer Attuned

Mark is a co-founder and Director of Customer Attuned. Mark is an expert in B2B Customer Experience and Customer Management. His Doctorate focused on trust as a dynamic within B2B customer relationships.

Peter Lavers. Founding Director, Customer Attuned

Peter is a co-founder of Customer Attuned and one of the world’s top influencers in customer experience, CRM and customer analytics. His early career was with Rolls-Royce and Bentley Motor Cars, after which he has led hundreds of consultancy engagements across sectors around the world.

Follow our [blog here]

Unpacking the B2B Trust DNA™ Model

Dr. Mark Hollyoake, Founding Director, Customer Attuned

Trust is a key dynamic in business to business (B2B) relationship success. It is often quoted and referenced, yet little understood.

It has taken me over five years of academic doctoral research to establish just how trust works on multi-level context that covers both sides of the relationship. This research proves that B2B trust is dynamic and - more importantly - how it can be pro-actively applied to business relationship development.

B2B TRUST DEFINED:

"The willingness to be vulnerable to another party and the decision to engage in actions based upon an interpretation of their ability, credibility and the expectations of mutual value exchange over time."

Dr. M.Hollyoake 2020

Trust can be nurtured through the proactive and systemic application of the Trust DNA™ model, which this article sets out to briefly unpack.

If as a company you clearly set out your intentions, and then demonstrate your abilities and credibility in an interdependent way in all your dealings over time, you will generate mutually valuable, trusted customer relationships.

The Trust DNA™ model sits at the heart of this B2B trust development approach. I will explain how each component of the model works, and how each section is interlinked, as practically and pragmatically as possible.

My 348 page / 103,500 word thesis is available if you would like to see all the detail!

Intentions:

Both sides need to be clear about what they expect from the relationship - the mutual benefit opportunity and what's involved in order to achieve it. This isn't a one-way process as it needs both sides engaged to set the intentions.

The role of the account manager and procurement manager is key in providing the reassurance that they will deliver the expected intention, helping both sides turn a 'leap of faith' into a small step.

You may face either side trying to mitigate their 'feeling of vulnerability' by introducing clauses and conditions into the relationship. This can be overcome by jointly demonstrating the opportunity to mitigate the risk and reduce the need for needless clauses and conditions.

If you are going to invest your time, energy and money, how certain are you it will deliver what you expect? Do you trust the other side to come through with the deal and a mutual value outcome or will it need to be wrapped up in contracts or service level agreements (SLAs)?

Demonstrate Ability:

This is when both sides start to demonstrate their capability and competency to turn their intentions into a reality. It's the rubber hitting the road moment. In a mature relationship this manifests in the ability for both sides to adapt, change and recalibrate the relationship to keep delivering on the intention and expected mutual value.

Are you are seen as a leading supplier in your category or sector? Do your customers have the ability to take on board your insights, turning them into mutual commercial benefit? Have they got 'experts' in the organisation who know what you're talking about and see the opportunities, so that you see it come to life in your joint performance?

Acting with Credibility:

In conjunction with ability comes credibility, with clear demonstration of both sides doing what they said they would. Both organisations act with integrity, role modelled by the leadership teams. Values and ethics focus on doing the right though for the relationship in pursuit of the intentions and mutual value delivery.

When operating in the category and sector, you both know how it works. Your customer has a track record of performance and delivery. A good level of shared values and beliefs exists between both sides, and if you both agree to do something it gets done.

Interdependence:

Both sides in the relationship work together well across the various functions and at different levels.

You enjoy good levels of joint working and co-create solutions that add real value to the relationship. In some instances, you may swap staff as part of co-location. The more joint working undertaken in a relationship at all levels and functions the more it improves relational ability and credibility, it increases relational dependence and potential to create mutual value. This is often cemented or embodied in a joint business plan. It also makes it more difficult, costly and potentially higher risk for competitors to enter the relationship at the same level.

How integrated are both sides at all levels in the delivery of the mutual relational benefits identified at the intention stage? What level of dependence exists between both sides and what is its effectiveness in delivering the expected and intended mutual benefits?

If the relationship is demonstrating ability, acting with credibility and working interdependently to deliver the intentions, it is highly likely the next area in trust building is coming through as expected – mutual value.

Mutual Value:

The commercial value the relationship delivers is fair and equitable to both sides. Indeed, both sides want to assure the commercial viability of the other for business sustainability and continuity. This doesn't mean it needs to be equal 50/50, however!

It does need each side to feel comfortable with their share of the value. If it is then you are likely to continue and through that develop greater ability, credibility, and work together to create more value. If it's not fair or mutually beneficial, then over time trust will erode in the relationship.

When you look at customer profitability, is the value figure representative of the amount you put in to achieve it? Is the relationship commercially balanced when you look at the value the relationship delivers? Who is taking what and does this represent 'fair share' that's good for both sides?

Time/Repeatability:

When the relationship is delivering on its intentions and created the expected mutual value, it is likely it will be repeated. Over time a relationship can develop into one that's formed on 'identification based' trust and often referred to as a strategic relationship, trusted partner, trusted adviser, etc.

Another indicator of trust in a relationship in relation to repeatability is the frequency of the transactions, contract renewal, amount of the business for your sector you receive.

The Trust DNA™ model thereby operates like a B2B relationship engine, developing trust in the relationship and through that trust developing mutual value.

The engine has two lubrication systems that help it to run:

Communication:

The agreed intentions for the business relationship must flow from the leadership teams down through the respective organisations to brief and enable the functions and people to make it a reality and deliver the desired outcomes and effects.

This includes how the relationship communicates with each other both formally and informally, the style and type of the communication undertaken.

It is important that communication isn't seen as an e-mail issued from the senior leadership and then nothing after that!

Commitment:

Does the leadership team demonstrate commitment to the relational intent beyond lip service, is it consistent and joined up? Are all the leadership team similarly committed, formally and informally?

This manifests in leaders being the relational role models in their own organisations at all levels and also when interfacing with the other side of the relationship. Commitment to the relational intent and delivery of the expectation, also needs to be consistent at all levels of the relationship, i.e. interpersonal to interpersonal, operations to operations, and organisation to organisation – and then also between the levels!

Commitment is an outcome of a trust-based relationship and not to be confused with an intrinsic measure of the level of relational trust.

WORKSHOP:
THE TRUST FACTOR IN LEADERSHIP
See page 11 for details

Dr. Mark Hollyoake,
Co-Founding Director, Customer Attuned

Developing your People to Deliver Trust-Based Relationships

Alan Thompson, Director, Customer Attuned

Our vision at Customer Attuned is to ensure that trust is seen as a strategic priority for all of our customers. In a world of B2B relationships, it is therefore crucial that your people are equipped with the right skills and capabilities to enable you to build and manage trust-based relationships.

At one end of the spectrum this might be the capability to ensure the delivery of transactional trust, i.e. when I give you my money, I trust I am getting a product/service that does what it is supposed to. Or much further along the spectrum, this could be the capability needed to **enable you to build long term interdependent relationships with your key customers and partners.**

As our own Dr Mark Hollyoake has unpicked his doctoral research findings on how trust evolves in B2B relationships, we have, in parallel, **enhanced all of our development programmes to ensure trust is positioned as a critical success factor.** We have drawn from his research and used this to input to all of our training. For example, this has included:

- **As part of wider Sales and Account Management programmes, looking at how trust-based relationships evolve and the role of the Account Manager in building and developing this through various stages of maturity**
- **How we utilise the Trust DNA ™ model to identify strengths and weaknesses in our B2B relationships**
- **The role trust plays in shaping our negotiation strategy**
- **How to reflect the role of trust in our proposition development and positioning**

What insights have we picked up delivering these programmes?

As a result of the Covid19 pandemic, we have seen the role of trust become ever more critical due to the virtual world in which many B2B relationships are now operating.

Many of our clients have recognised that building early emotional trust with new customers in a virtual world is much more difficult than in a traditional face to face setting. This makes logical sense as **the emotional stage of a relationship is based on: liking, intuition, attitude, building a common understanding, demonstration of the opportunity and passion for the relationship** - and as many sales teams have found, this is not so easy when the potential for face to face and social interaction is removed.

As a consequence, the rational trust element gains prominence far earlier in the relationship – e.g. the demonstrating of credibility supported by facts, figures, case studies, examples etc. So, for those sales managers and account managers who are comfortable with a more rationally based relationship, the virtual way of working hasn't been as a big a challenge for them. However, for those that deal with **early stage relationships (new business) or are more reliant on their personal relationship(s) to build initial rapport and engagement and by association emotional trust,** then the virtual medium can be more of a challenge.

WORKSHOPS

We have taken this insight to develop and deliverer a number of programmes for our clients, looking at area such as these:

- **Negotiating in a virtual world**
- **Selling to new clients in a virtual word**
- **How to leverage the virtual world to support your client renewal approach**

Talk to us

Alan Thompson, Director, Customer Attuned

Alan has an in-depth knowledge of capability development with extensive experience of designing and delivering blended training solutions for clients across several industries, making use of online, virtual and traditional classroom training methods.

WORKSHOP:
THE TRUST FACTOR IN LEADERSHIP

TRUST

is the buzzword of the moment in B2B, the new elixir that clinches contracts, opens doors and pushes up profits; it can be created, adapted and turned on and off like a tap, or, so we are led to believe!

This workshop adds rigour to the investigation. While similarities exist in the way B2C and B2B operate, there are also significant differences; in B2B the issue of trust is less straightforward, its applications are often more nuanced and have greater impact on client relationships.

Few studies have been made into the dynamic nature of trust within B2B relationships, or the interrelatedness of trust:

- How is it created (interdependence)?
- What are the benefits that flow from this relationship (mutual value)?

Trust in a B2B context starts through the tactical and strategic intentions derived through the board and the leadership team. They set the tone and direction to the rest of the organisation, its customers and suppliers.

If the board and leadership team don't know how it works then how can you pro-actively develop and apply it?

What we offer:

Through an interactive on-line, face to face or blended session we explore and develop the trust factor with your board and leadership team. You chose the medium that works for you.

We start by establishing what trust actually means in a B2B context and how it can be proactively applied.

Once this is established the role of the board and leadership team is explored to develop the trust factor.

What you get:

Each member of the board and leadership team will leave the session with an understanding of their role in leading and developing the trust factor.

This will be through the application of the trust DNA developed into a blueprint. The trust DNA blueprint will cover each level of the organisation, key customers and stakeholders.

You have the ability to check progress through the application of the trust evaluator.

Talk to us

IN THE ARCHIVES

Catch up on previous discussions in the series: Providing Leadership in the New Normal

EPISODE 1:
PROVIDING LEADERSHIP THROUGH CHANGE AND UNCERTAINTY

EPISODE 2:
ADAPTING TO NEW NORMAL CUSTOMER BEHAVIOUR

IN THE NEWS

Read and watch previous discussions from the archives.

Our esteemed colleague and peer announces his new book below.

WELCOME BACK ELLIE!

After a brief spell away working on her blog @coffeebreakmarketing on instagram, we are thrilled to welcome Ellie back as the Director of Marketing.

> *It's great to be back with the team, after diving into the world of instagram marketing and adapting my learnings to a B2B audience.*

MARKUS KRAMER

The Guiding Purpose Strategy
NEW: FULLY EXTENDED EDITION

Read more about the book here

Expert @ Powering Brands

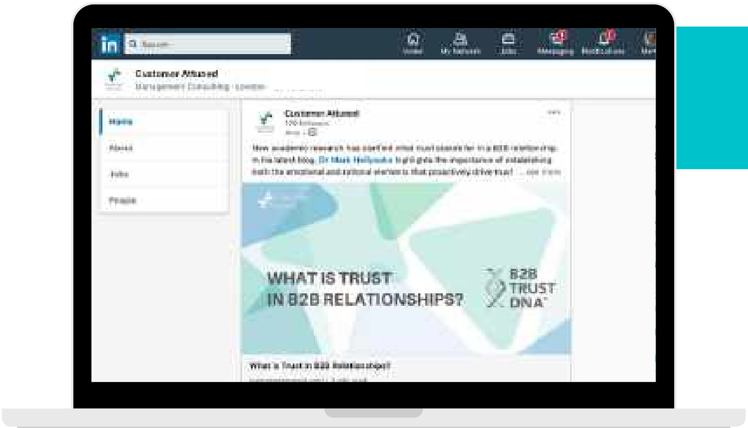
The Guiding Purpose Strategy is a stimulating deep-dive into the transformational power of Purpose.

Looking through the lens of contemporary brand management and taking inspiration from the luxury industry, where strategy and meaning-making have stood the test of time, The Guiding Purpose Strategy provokes fresh thinking, illustrates through case studies and offers a hands-on tool to start your very own path towards finding your inner Why.

LET'S GET SOCIAL

Join in the conversation on our social media channels

@customerattuned

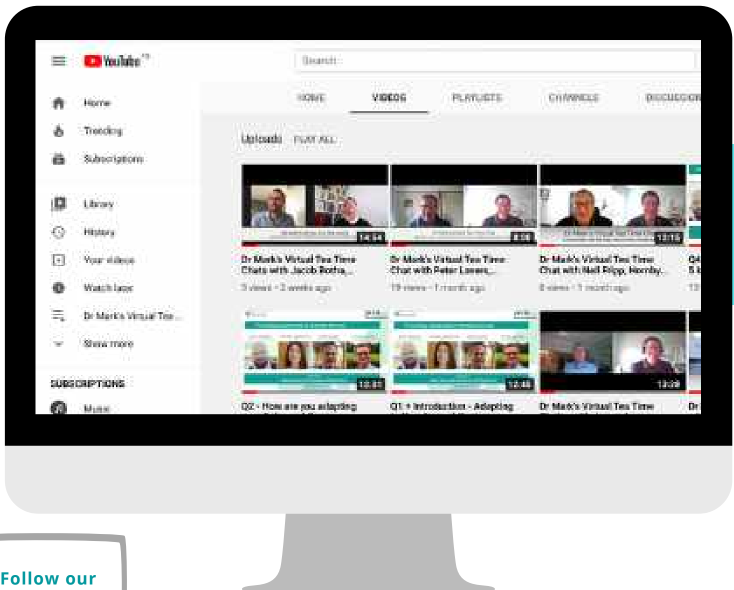


LINKED IN

Weekly blogs on customer management

TWITTER

Daily tweets sharing insights from the team and peers.



YOU TUBE

A collection of videos that include ***Dr Mark Hollyoake chatting to industry experts*** *and catch up on previous* ***online conferences.***

Follow our [blog here]

See you on Wednesday 21st October 2020

Dr. Mark Hollyoake
Co-Founder & Director

Alan Thompson
Director

Peter Lavers
Co-Founder & Director

Gary Lunt
Director

Ellie Luk -
Marketing Director

Calum Byers
Executive Coach &
Senior Associate

Paul Weston
Associate

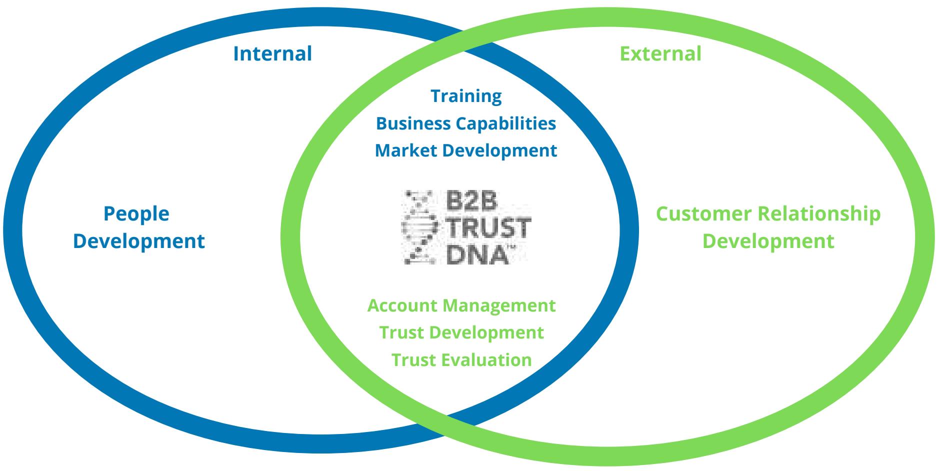
Neil Watkins
Associate

About Customer Attuned

Business success today is dependent upon how well staff, systems and customers are managed. When they work together they positively impact the P&L.

To improve performance, increase sales and deliver a superior customer experience, you need to have the right business capabilities, staff competencies and customer management techniques in place.

- Improve the quality of your customer relationships
- Grow your share of value within existing customers
- Improve organisational and channel efficiency
- Gain new customers and turn them into profitable relationships
- Keep and develop your people to deliver your customer promise



We help you to identify what's failing and develop tools and skills to deliver the experience that your customers want and need.

follow us

www.customerattuned.com

Customer Attuned