

PROVIDING LEADERSHIP IN THE NEW NORMAL

MAKING CUSTOMER CENTRICITY A REALITY



DO YOUR CUSTOMERS REALLY BENEFIT FROM YOUR CUSTOMER STRATEGY?

Presented by
CUSTOMER ATTUNED LTD





Welcome from Ellie Luk Director of Marketing

Customer Centricity is a subject at the top of many companies' agendas, especially as we come out of lockdown and begin to get back to working life as we once knew it.

But what does it really mean? In simple terms, look at your customer and supplier strategies and ask yourself, did they actually benefit from the strategy? What would you change looking back? Did the relationship grow or is it hanging on by a thread?

In this issue of Newszine, there are some truly insightful articles contributed by different members of the Customer Attuned team, looking at customer centricity from lots of angles. Get ready to make lots of notes!

ONLINE PANEL DISCUSSION - WEDNESDAY 16 JUNE 2021

Timing BST

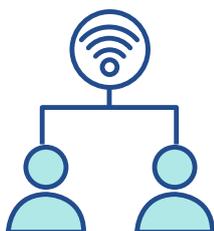
09:30 - Introduction + Welcome
09:32 - Panel Discussion
10:00 - Q+A
10:30 - Optional time for further discussion
11:00 - End

Event Link: [Click here](#)

Meeting ID: 896 8830 3196

Passcode: 766901

Tips for joining the online event



New GDPR rules means when we start recording the session (for our Web Insights Vlogs), you will have to accept to continue.

We recommend you download the Zoom app. If you are unable to download the app, you can join the session from your browser.

5 minutes prior to the session, join the Zoom virtual conference. There you will be welcomed into a virtual waiting room.

Once in the main presentation room, by default, you will be muted and your video feed will be switched off.

Zoom can be very power hungry so make sure you have power connected.

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

Meet our panellists from very different sectors plus our own resident expert on the subject, who together, will contribute knowledge and experience on how they make customer centricity a B2B reality.

Louise Evans, Head of Customer Experience, UCAS



As strategic lead of UCAS' customer experience work, Louise is responsible for the relationship architecture of the business to business customers serving both those that receive applicants, and those that support applicants through the application schemes. Louise joined UCAS in 2004, and has managed UCAS' Professional Development Team for nine years.

Paul Willoughby, Head of Insight & Strategy Research, Beazley Group



Paul reports directly to the chief of staff and is focused on delivering insight that enables strategic decision making. Paul is also responsible for delivering a number of strategic initiatives at Beazley including the 'closer to clients' programme. Prior to joining Beazley, he led several market modernisation initiatives for Lloyd's of London and worked across Claims and Operations at a number of global Insurance companies.

Peter Lavers, Co-founder & CX Influencer, Customer Attuned



Peter is 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 worldwide. The insights he has derived from the development and implementation of customer centric strategies give him a unique perspective on what does and doesn't work in the field of customer management.

Making customer centricity a reality - what capabilities do we need in our people?

Alan Thompson, Head of People Capability, Customer Attuned

As we embark on a journey towards Customer Centricity, one key question to consider is, 'Do we have the capabilities in our people to deliver a trust-based customer centric strategy?'



Before answering that question, we need to take a step back and consider the required capabilities to enable the delivery of a customer centric strategy. We believe that trust sits at the heart of a successful client centric strategy with our proposition underpinned by trust-based relationships with customers, partners and colleagues. Therefore, it is key that we embed the capabilities needed to develop trust-based relationships at the heart of our people capability framework.

These will be crucial for building credibility in our relationships with our customers, partners and colleagues so we need to demonstrate this by getting the building blocks in place:

Firstly, getting the basics right! This may seem obvious and simplistic, but many organisations focus so heavily on new tools, processes etc, they take their eye off the ball with these basics. Trust is earned by getting these hygiene factors right: being on time; being available; being responsive; being reliable and doing what we said we would do. (It's also about empowerment - being able to respond to a customer need without recourse to a higher power whilst understanding the value being exchanged.)

Secondly, we need to foster an ethos of doing the right thing. This needs to be clearly established through the corporate culture, the way we work, recruitment and career development policy. Our people should not need overt controls or direction to act in the best interest of the relationship. This is particularly true in our approach to customer relationships, where thinking widely about what is best for the customer should be at the forefront of our minds, rather than the narrow focus of what's best for my part of the business - in a customer centric business, these are not mutually exclusive.



Thirdly, we need to ensure we have excellent technical and market knowledge which will underpin any sector specialism. Customers want to deal with people that know what they are talking about, not just a shallow sheep dip understanding. This knowledge needs to be of a level that enables it to add value to the customer interaction.

These may seem simple - if these are the basics, what additional capabilities do we need?

There are many additional capabilities required, but let's focus just three, and often the three where organisations need to build new capability in their people (up-skilling and/or recruitment) and/or adapt existing approaches and priorities - **Customer Insight, Customer Experience Design, and Customer Centric Metrics (including ROI).**

Customer Insight



A customer centric approach is driven by customer insight so we have to have the capability and the behaviours that drive insight gathering, analysis and interpretation to enable insights to act as the information engine of our approach.

A key personal trait to be fostered is that of curiosity - **“where can I find more information that will help me to make better informed decisions to support my customer?”**

Therefore, we need capabilities in our teams that enable us to gather voice of the customer/distributor; market & industry information relevant to our customers; and then the ability to analyse and understand this information to shape insight that will inform our decision making and solution design.

This insight generation needs to be focused on the development of mutual value - **will this add value to us and them?**

Customer Experience Design

Without the ability to use this insight, the insight in itself is worthless.

Therefore, we need people with capability to design a customer experience that matches their needs whilst at the same time recognises the value of each customer.

Key capabilities here then will include:

- ability to build and use customer value models;
- ability to use insights to define and prioritise customer experience requirements at all key stages of their customer journey;
- customer journey mapping skills;
- and an ability to pull all of this together into well-structured and well communicated propositions.



Alan Thompson, Director of People Capabilities, 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.

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Continued on next page

Customer Centric Metrics

Traditional External Measures

Firstly, we need traditional external measures of how our brand and proposition manifests itself to our customers.

This might include Customer / Partner / Distributor satisfaction across all customer journey touch-points, NPS, Partnership Surveys, Sentiment analysis, Brand metrics etc.

The capabilities to put these in place and feed into our insight engine are key.

Measures of Customer Value

We need financial measures linked to the customer - not just the product. Quite simply we need to be able to determine:

- Are we retaining the customers we want to retain?
- Are we managing our customers in an efficient and effective way? What is our cost to serve?
- Are we acquiring the customers we want and how much is it costing us to acquire them?
- Are we expanding our relationships with our customers and providing more solutions to their needs?
- Are we creating and delivering the mutual value intended?

This may not need new capabilities in our people, but will often need a change in what they do, and a change in what they measure - this can be a challenge if traditional measures are focussed on product.

Thirdly, how do we measure the progress and impact of our customer centric strategy?

Maturity Measures

These traditional measures are not enough to measure the whole organisation and its transformation to becoming customer centric - we need an additional suite of measures that look internally.

We need to measure our internal capability - the bits the customer doesn't see. E.g. **a systemic evaluation of our people, processes, ways of working that enable us to design and deliver our proposition.**

Trust Measures

And finally, in a B2B organisation where relationships are a critical part of our proposition, we need to measure the strength of the relationship through the trust that exists between ourselves and our customers/partners but also internally across teams and individuals who have a shared responsibility to deliver to our clients.

This is likely to be a new skill set - **how do we measure trust across relationships?**

Becoming a customer centric organisation is a journey and often a cultural shift. It will not happen overnight so considering and building the capabilities in your people to help you make progress on this journey should form part of any early planning.

Customer Centricity & Foodservice Supply Chain

Gary Lunt, Senior Associate, Customer Attuned

When you go to a restaurant, café, bar or a pub you tend to expect that everything is available, we all live in a society now where (almost) 24/7 availability is the norm. You expect the service to be spot-on, the food and beverages of great quality, and always, always have more to choose from than you will ever purchase or consume.

Two things are a constant - the premises and the people that make it work (Barista, Chef, Serving Staff to mention a few ...)

What is not perhaps as well known is the lengths that supply chain businesses go to, particularly in Foodservice, that ensures that the products that make the experience a reality, get there in the first place.

I guess the clue is in the title Foodservice which is exactly what it says on the tin - a service industry from one business to another, B2B. Making sure that the right products go to the right places, in full and on time to the specified price implies a significant degree of Customer Centricity.

How does Customer Centricity work in practice?

- **Know your Customer** - who their customers are, what they provide to them, and the standards that they set
- **Source their Products** - that fulfil their standards, that underpin their offering, and at a price that suits everyone
- **State your Service Boundaries** - what you can source, when you can supply, and at what price
- **Resource and Scale your Operation** - so that you maximise your service levels, whilst minimising outlay, and maximising productivity, to be able to sell at the price that is acceptable to both parties
- **Manage your Customer Relationships** - engage with them, connect regularly with decision makers, and gauge your performance through customer relationship surveys to be sure you get the feedback
- **Deliver on your Service Promises** - on time, in full, within specification, all of the time
- **Rectify your Mistakes Quickly** - if it does not arrive on time, in full, within specification, do something about it quickly; do not let infrequent incidents create friction and do not let them get more frequent!
- **Plan for mutual future** - innovation can work for mutual benefit, work with theirs, and share your industry insights

The key to becoming a successful Customer Centric company is to get these things working in seamless unison.



Gary Lunt, Senior Associate, Customer Attuned

Gary has significant commercial experience gained with FMCG companies such as Diageo, Reckitt Benckiser, GSK, Unilever and Cadburys. He has also held senior positions within the healthcare sector both in the UK (AAH Pharmaceuticals) and in Germany (Celesio AG).

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Is CRM the Artery to your Business?

Paul Cranston, Head of Sales, Customer Attuned



Customer centricity is a culture, a belief, a way of behaving that permeates through decision making and service. This means that it is defined and modelled at board level and filtered throughout the organisation. It must, therefore, be a critical part of business governance, but how? How do you measure and report on a customer philosophy?

As an ambassador for CRM system development, I believe it is the artery of a successful business and the mechanism by which a company manages and measures success.

For clarity, I refer to Customer Relationship Management as a function of the business that, when done properly, generates mutual benefits for stakeholders, and CRM system as the mechanism by which a business captures customer data, both implemented and used with varying degrees of success.

I used to believe that website analytics were the best thing ever. I delivered success for a software development house and two SaaS businesses because of the data available. My change in perspective came through realisations while working in a company where growth was required, if not demanded. Growth that would be measured in three percentage points and not two - growth that was sustained and aggressive. This situation introduced new challenges that needed a different level of understanding to what 'just' website data was able to generate.

The addition of a CRM system was the difference to delivering success and failure. However, it was not just the act of implementing a CRM system that brought success but the philosophy behind it. This philosophy facilitated new approaches to data analysis that delivered insights that made the difference.

To harvest insights, you need processes for data collection, data management, data visualisation and insight management. Ultimately, this is a point of strategy, demanding a clear strategic approach.

A domain-based view of analytics places the act of analysis as the core function with disparate departments 'owning' datasets. For example, Marketing owns data on competitors, brand awareness metrics and website behaviours while Operations owns supply chain information, project performance and environmental impact data.

Arguably, this is an introspective view, focusing on the business, its processes and products and services. Is it possible for an organisation that embraces a customer centric approach to also approach data in this way?

A philosophy that places the customer at the core sets the agenda for a business to, at every decision point, understand and consider the impact of the customer. How does the prospect interact with marketing and then sales? What is their experience through product development or delivery and then customer services? What is the value generated and cost of their lifetime-journey with the company?

CRM is the difference to delivering success and failure.

Comparing an effective CRM to an artery might be a stretched metaphor, but here goes: an artery feeds blood around the body, starting from the heart and sending it throughout the body in a predefined course to return, via veins, to the heart where its journey starts again.

Similarly, a **CRM system can be the artery that feeds the customer throughout the different business functions** before they return to the start to begin the process again as a retained customer.

The benefits of collecting and analysing data that are set around the customer are, in our experience, many and include the seemingly most critical need heard during our initial conversations with prospects, improved customer acquisition and retention.

When a CRM system is implemented across an entire business, such a system connects previously disparate datasets – this is **'Big Data'**. Now, with the customer at

the heart of the CRM system, the given view delivers insights beyond those possible through analysing data in isolation.

A comprehensive CRM system that maps the customer journey through different departments turns data into useful, meaningful insights and provides descriptive analyses that shape strategic thinking.

This approach gives visibility to positive behaviours and customer success: the value of the customer against the cost, the customer satisfaction for product / service development. Yet also identifies areas for critical review: stages where customers or prospects leave or behaviours that result in lost revenue.

When the CRM system is the artery that supports the complete customer experience, descriptive analytics influence predictive analytics, which in turn supports the development of effective, business-enhancing strategies.

Data has become insight.



Paul Cranston, Head of Sales, Customer Attuned

Paul helps organisations better understand their customers so that their marketing and customer management can be more effective. He has over 20 years' experience in business communications, marketing and strategy enabling significant business growth primarily in the B2B sector.

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Join in the conversation on our social media channels

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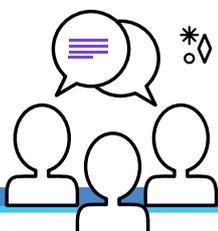
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Weekly blogs on customer management



YOU TUBE

*Watch videos on B2B Trust that include **Dr Mark Hollyoake** chatting to industry experts and catch up on previous **online conferences**.*



TWITTER

Daily tweets sharing insights from the team and peers.



Three signals that your company might not be customer-centric

Peter Lavers, Co-Founding Director & CX Influencer, Customer Attuned

In my time as a Customer Management consultant and practitioner I have come across many companies that have vision and purpose statements about customer centricity, but fundamentally are not set up to be so!

Here are three key reasons why this is the case:

1

The leadership hasn't seen, or is unconvinced about, the business case for customer centricity and customer experience management. It's a plain fact that many leaders "didn't get where they are today" by being customer obsessed, and the temptation is to continually repeat marketing and sales techniques that have been successful in the past. Leaders have got to face that this will, at best, only deliver diminishing returns, and I can't stress enough how important leadership who "get it" is to fostering a culture of mutual value and respect throughout the whole value chain – suppliers, staff, outsourced capabilities, partners, intermediaries, distributors, customers, and (in B2B) customers' customers

2

The business operates in silos, where there just aren't mechanisms to collaborate in a customer centric way, and people are only targeted and measured against silo-specific objectives. Why would someone help achieve somebody else's aims when they're struggling enough to meet their own?

3

The company hasn't adopted a systemic (joined-up, end-to-end) approach to its value propositions and operating model. I find it really interesting that methodologies such as Agile and Design Thinking explicitly have customer and employee insight and experience at their heart, but they are mostly limited to a specific product, journey, or channel (usually digital!). This great thinking needs taking up a level to apply holistically to the overall customer experience

My much-missed late colleague Doug Leather (1961-2016) defined customer centricity in his book "The Customer Centric Blueprint" as follows:

"The eco-system and operating model that enables an organisation to design and deliver a unique and distinctive customer experience"

Leather, D. (2013)



Having a Chief Customer Officer type role on the executive team often helps to make “customer centricity” and “trust” realities in the business rather than just nice words, and overcome obstacles such as those listed above, as it gives explicit senior responsibility for joining up the internal and external delivery of the customer experience.

In business-to-business (B2B), building and protecting trust within relationships is vitally important to a customer centric “eco-system”.

My co-director of Customer Attuned, Dr Mark Hollyoake has recently completed his seminal work on B2B trust, which established how trust works on a multi-level context on both sides of B2B relationships.

The 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.

It has resulted in a ground-breaking redefinition of B2B trust:

"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."

Hollyoake, M. (2020)



Trust development requires an organisation-wide approach, and Mark’s work has resulted in the Trust DNA™ model, which enables the proactive and systemic nurturing (and rebuilding if required!) of trust within B2B relationships.

This model powers both the Trust Capability Builder (TCB) and the B2B Trust Evaluator. The TCB gives the “inside-out” view - your organisational capabilities to be truly customer centric trust-builders. The Trust Evaluator gives the “outside-in” view - a customer and staff assessment of the strength and levels of trust being developed. Both are essential for long-term, sustainable value creation!



The TCB works via an independent assessment of your systemic trust building capabilities in 12 crucial elements of doing business end-to-end, with the Trust DNA™ model at the heart of the eco-system, as illustrated above.



For each element we assess Intentions, Ability, Credibility, Interdependence, Mutual Value and Repeatability - quantifying your strengths and weaknesses in a way that leads to practical and achievable recommendations formulated into a roadmap for capability improvement.

Customer centricity and trust thereby embedded into your corporate purpose, culture, operating system and ways of working will deliver improved customer acquisition, retention and depth of relationship.

You'll be able to shift from just "selling stuff" to being trusted advisers, co-creating solutions to your clients' business problems - making you invaluable to their success.



Peter Lavers,
Co-Founding Director & CX Influencer, 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.

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IN THE NEWS

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

EPISODE 3:
THE TRUST FACTOR - MAKING B2B TRUST YOUR BUSINESS DNA

EPISODE 4:
DEVELOPING PEOPLE IN A DIGITAL WORLD



VIDEOS



A Powerful Exploration of Trust in Sales with Dr Mark Hollyoake



Part 3: Developing People in a Digital World Panel Discussion

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Part 2: Developing People in a Digital World Panel Discussion



Part 1: Developing People in a Digital World Panel Discussion



Dr Mark's Virtual Tea Time Chat with Mike Chatters, Lectalis



Have we outgrown silos? Peter Lavers talks to Engati CX



Dr Mark's Virtual Tea Time Chat with Mike Chatters, Lectalis



Dr Mark's Virtual Tea Time Chat with Mike Chatters, Lectalis



What is your Customer Relationship Purpose?

Dr Mark Hollyoake, Co-Founder & B2B Trust Expert, Customer Attuned

What is your Customer Relationship Purpose? How many of us have actually taken the time to ask ourselves this question and then tried to answer it? And having thought it through, have you found an answer that resonates throughout your organisation?

This is a really core question for anyone involved in managing customer relationships, whatever side of the fence you are sitting, be it buyer and/or supplier

The stock answer we would usually get would be: “don’t be stupid, it’s to make money”.

However, our evidence shows a clear purpose (intention) towards the relationship is fundamental in starting the journey to its development and /or improvement. This can be further enhanced if predicated on mutual value being demonstrated through the opportunity your relationship purpose offers.



When considering your customer relationship performance, we explore three scenarios;

1 All about you! How much can I make?

If this is your customer relationship purpose, then it is likely to keep you firmly in the transactional and adversarial position. In principle there is nothing wrong with this, if your purpose is clear. **However, developing the relationship will be difficult unless you change the ‘I’ to a ‘we’**, and a level of mutuality develops. At this transactional level, you are most likely to be product selling and if it meets the buyer’s need in terms of price and quality then great. It is likely to carry on at this level, unless something changes with the price, quality and/or buyer’s needs.

2 All about them

This could restrict the development of the relationship. If you are continually enhancing your service/offer, you are loading value into the relationship you can’t realise and over time it will feel out of balance. **Being customer centric doesn’t mean losing grip in commercial reality.** However, it does mean having a sense and understanding of the potential available, before trying to turn your purpose into a reality.

3 Actually, it’s about us!

With a relationship that is worth actualising, then the purpose focuses on the mutual value it has the potential to realise. I think it is worth remembering at this point, that in this context, **value is much more than merely £\$**. The focus is then on the co-creation and joint working of both sides to turn the purpose into reality and feel the benefit from the effect.



Key take-aways:

- Take a moment to reflect on why you are doing what you are doing with this particular customer and/or supplier.
- Do you have a clear purpose that's based on the relationship potential?
- Are you clear what the relationship potential looks like?
- Make sure your purpose and intentions reflect the relationship you would like to have and its potential to deliver for both sides.

Dr. Mark Hollyoake, Co-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.



See you on Wednesday 16 June 2021



Dr. Mark Hollyoake
Head of B2B Trust



Alan Thompson
Head of People Capability



Peter Lavers
Head of Customer
Relationship Quality



Gary Lunt
Senior Associate



Ellie Luk -
Marketing Director



Paul Cranston
Head of Sales



Chris Hudd
Senior Associate



Calum Byers
Senior Associate



truth.
WEBINAR SERIES
WEDNESDAY 30 JUNE - 2PM BST

Truth invites you to join CEO, Amanda Cromhout, as we connect with Peter Lavers, renowned Customer Management and Customer Experience Influencer from the UK.

We will discuss an array of subjects such as the ever-increasing role of data science, 'segment of one' theory, customer value management (CVM, including cross / up-selling), recognition of tenure and ending on how your culture needs to be in sync with your loyalty programme.



Amanda Cromhout



Peter Lavers



www.truth.co.za

BUILDING TRUST IN BUSINESS-TO-BUSINESS RELATIONSHIPS

We specialise in helping our customers build better B2B relationships to drive mutual commercial value.

In B2B, we believe that Trust sits at the heart of a successful client centric strategy and the proposition is underpinned by trust-based relationships with customers, partners and colleagues.

Trust is a key dynamic in B2B relationship success, that works on a multi-level context on both sides of the relationship; we believe this whole heartedly and have had our research academically approved.



CO-CREATING TRUST-BASED B2B RELATIONSHIPS FOR MUTUAL VALUE

Internal capabilities and external relationships do not work in isolation, so we will work with you to embed trust into the way you operate; join up your capabilities; train your staff; align account teams; evaluate customer trust; and then develop more trust-based relationships for sustained mutual value.



www.customerattuned.com

