

PROVIDING LEADERSHIP IN THE NEW NORMAL

THE IMPACT OF HYBRID WORKING ON HOW WE BUILD AND MANAGE CUSTOMER RELATIONSHIPS





Welcome from Ellie Luk Director of Marketing

Hybrid working is something that a lot of people have always wished for, the ability to juggle a work-life balance whilst working a full week. And if I may speak on behalf of many parents who left their jobs to raise young families, surely they will be rejoicing at the prospect of more flexibility in their career choices if this new way of working is here to stay

But while a lot of articles focus on companies supporting their employees' mental health, it's critical we don't lose sight of the customer.

Have we asked our customers how they are managing? Which new ways of communication would they prefer? How can we change the way we do things to help customers better? After all, customer relationships are just that, a relationship that needs looking after, recognising areas that need changing and improving, where both parties put their cards on the table and come up with a plan.

Is hybrid working that catalyst we were all waiting for? Let's see what our speakers have to say.

ONLINE PANEL DISCUSSION - TUESDAY 30 NOVEMBER 2021

Timing GMT

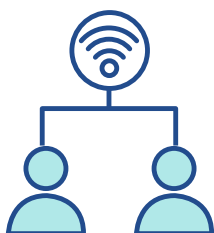
09:55 - Admission
10:00 - Welcome to the panel discussion
10:30 - Q+A
11:00 - End

Check out our
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company brochure
on
pages 14 - 17
➔

[Event Link: Click here](#)

Meeting ID: 850 9623 6272 **Passcode: 176505**

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.

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

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

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

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

Customer Attuned has invited three client relationship experts from across industry, to share their experiences with you, so that we can learn what pitfalls to avoid and where to focus our activities on hybrid style working.

Justin Doo, Regional Director, OKTA



Justin Doo is Regional Director, EMEA South at Okta, a leading omni-channel identity platform, and has expertise in developing go-to-market strategies in emerging markets by actively engaging in partnerships to deliver consistent above-market revenue growth. He is passionate about enabling businesses to connect and engage with their customers and employees more effectively and the role social media can play in that journey.

Dr Kate Davis, Associate Professor, Kingston University



Dr Kate Davis is recognised for her innovative approaches to promote interaction with employers resulting in high graduate employment. She has trained and acted as a mentor to work colleagues and external stakeholders. Dr Kate is an active researcher and collaborator in project management which is strongly influenced by strategic management and the needs of industry.

Chris Withers, Broker Distribution Director, Ecclesiastical Insurance



Chris Withers is the Broker Distribution Director for specialist insurer Ecclesiastical. He leads the management and development of broker relationships via his team of account managers. Chris previously worked for RSA and Covea leading Distribution, Operational, Schemes and Real Estate teams as well as developing broker propositions.

Reorienting our relationships in order to meet new requirements

Dr Mark Hollyoake, B2B Trust Expert and Co-founder, Customer Attuned

The last 18 months have created circumstances that many would never have imagined and required leaders to make decisions that challenged their agility and decision-making ability.

As many leaders navigate their way out of the changes the pandemic imposed on the organisation, the focus appears to be on: "what's right for our people?" in the way we reorientate work for mental health and wellbeing. This has led to the lens being swivelled and focused internally, more than may have been the case in the last few years.

In the UK and EU this introspection has been compounded as businesses try and 'knit fog' to react and plan for post-Brexit trade and commerce.

While this has been going on your customer management, sales and customer service functions have been dealing with the customer interfaces.

Many have been coping with virtual interaction, while at the same time juggling working from home. So, now we start to re-navigate the way we interact with our customers - what will this look like?

Will your customers be happy with you coming to the office for a monthly meeting?

They may have become used to short yet frequent virtual interactions - do they need to change?

We suggest the first step in the process would be to ask what your customers' needs are and how they are accommodating new ways of working.

Once you are armed with this information you can re-plan your contact strategy accordingly.

However, it is worth considering a number of factors:

How has the customer fared through the last two years and how is their business holding up going forward?

Where is the relationship at the moment?

Is it in the early stages, where we are still trying to get to know each other or do we operate like old friends across

numerous contacts and touch points against a shared plan and/or way of working?



All of these will have a bearing on your customer and contact strategy as we move out to reorientate our relationships in order to meet new requirements and ways of working.

What can you do?



If you have a relatively **new relationship**, or new people in place in an established relationship, then your focus needs to be biased more towards the 'human' elements of working together

Circa 60-70% on the emotional aspects of relationship building:

- social interaction in order to get to know each other
- face to face meetings
- meeting up at trade events or conferences, doing something social.
- Keeping up the virtual interactions, however making time for the informal and social.

Don't forget the rational elements - circa 30-40%

- Virtual or face to face business review or planning meetings
- coming together to collaborate or co-create, focused on sense making a way forward out of the current uncertainties.

If you have **long established relationships** where most of the key contacts know each other quite well, our suggestion would be the development of a short term agile relationship plan that you come together with your customer to steer and develop.

Going forward, the customer management teams should have a sense of what they can do to kick start new and re-kindle established relationships, while ensuring a more hybrid approach is developed that takes account of the last 18 months.



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.

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A foundational principle for remote working

Paul Cranston, Head of Sales, Customer Attuned

There are issues that exist in organisations that are only going to be exacerbated when staff begin remote working either voluntarily or through enforced mandates.

With 8,000 tools in the [Martech](#) 5000 landscape alone it is obvious that many functions can be performed online and, therefore, from anywhere. A weak broadband connection or an underperforming computer set up are both easily fixed, meaning staff can legitimately undertake most work tasks remotely.

Meeting people either formally or informally are fixed through use of Teams / Zoom or casual WhatsApp groups. Staff can be included in every aspect of company life. Customers too are faced with remote working, meaning that their expectations have adapted and they accept the cultural changes we all now face. And the reduction in commuting is actually good for our wallets, mental health and the climate...

So, if it is not technology, not productivity, nor even customer expectations that might cause challenges through remote working, what is it? I suggest it is your leaders.

In Customer Attuned founder, Dr Mark Hollyoake's seminal B2B trust research, he demonstrates that trust is critical for strategic relationships to deliver mutual benefits. It is not too far a leap to argue that the relationship between staff and your leaders is:

- a) **strategic and**
- b) **critical for delivering mutual benefit.**

Therefore, trust is a critical component of employer / employee relationships.

We've read that being **Trustworthy** is a key leadership trait. **Stephen MR Covey** says that trust is the glue for successful collaborations, while **Daniel Goleman** points



to the relationship between trust and being ethical leaders. Yet we seem to relegate trust to being a gimmicky keyword on a website. The cynicism of use is reflected in an article by **Steven Mintz** who notes that **Paul O'Neil**, former CEO of **Alcoa Inc**, is dismayed by companies that promote values, but whose senior managers ignore them. [Mintz](#) says that trust is the cornerstone that an ethical business is built upon.

It is therefore the leaders that profess ethical values and deliver on them that can be trusted and go on to create great, ethical working environments.

It should be noted that Dr Mark Hollyoake's full definition of B2B trust is:

"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".

Although **Goleman** says leaders should be trustworthy, I read the above definition as speaking of something more than 'just' a leader being trusted. **Dr Mark** does not suggest that trust is one way - thinking back, the working relationships that have been most successful were ones where trust was mutual.

So, when applying this definition to leader - employee relationships, I believe that there needs to be a willingness to trust. Specifically, the leader needs to trust their employees.

This is directly related to remote working: if a leader is unable to trust their staff when they are in the office, how can they trust their staff when they work away from the office?

First thing is to ask the question, which part of the argument is wrong? Is it wrong that staff should be allowed to work from home, or that a leader should not trust their staff?

The Great Job Migration, as it is being called, means that lifestyle is taking priority over a commitment to an employer. This means businesses need to adapt their ways of working to suit the demands of an empowered work force. If staff want remote working, why not offer it - hey, it even expands the talent-pool open to the company.

So if remote working cannot be regarded as wrong, then it must be an issue when a leader is unable to trust their remote team. **A lack of trust breeds micromanagement, something that causes disengagement.** Staff feel they have to justify themselves, contributing to a culture of fear; staff, fearful of expressing an opinion, suppress ideas which limits creativity and innovation. All this can result in staff leaving and even, eventually, business failure.

It figures then that a foundational principle of successfully moving to remote working is that **leaders need to be both trustworthy and able to trust.** This is not the type of trust expressed by having a blind-folded colleague fall into your arms (although this can help), but one that is deeper. **As Dr Mark says, "it is the willingness to be vulnerable..."**

Is there proof that any of this works?

Gravity Payments leader Dan Price famously (or perhaps 'infamously!') has given colleagues initially a 20% pay rise to alleviate fears of living costs, from his own salary.

The outcome? A 30-40% increase in productivity and a similar increase in profits.

His response? To set a minimum wage of \$70,000 and to allow staff to work from the office. Or their home. No strings attached.

Trusting his team to deliver has resulted in a significant personal risk for Price, indeed he rejected a million-dollar salary for a \$70,000 income.

Surely a definitive example of making yourself vulnerable.

Price continues to invest trust in his team. Are they empowered? Revenue has tripled, customer base doubled, head count grown, more staff are buying homes, more are having children and reducing debt.

Maybe the transition to remote working needs leaders to become vulnerable to failure - facing the risk that staff might let them down, which in turn might result in their own personal and professional failure.

But maybe staff might just respond by feeling empowered by the trust bestowed upon them and then perform, even being prepared to go above and beyond, behaving in ways that customers recognise and value and, ultimately, positively respond to with deeper, more beneficial relationships.

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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Hiding from Customers; A Dangerous Pandemic Reaction

By Doug Pruden and Terry G. Vavra
Customer Experience Partners, LLC.

Over the past 18 months we have all become accustomed to shortages. It started with toilet paper, hand sanitizer and masks. Then, worker-shortages began to occur with workers either unable or unwilling to enter plants and factories. As a result, we began experiencing shortages in everything from computer chips to plastic lids, to glass and lumber.

These shortages ultimately reduced auto manufacturing, construction, packaging of some consumer products, even production of whiskey (yes, we are told, due to a lack of glass bottles), and manufacturing of things like furniture, to a crawl.



The stock market has suffered lows, enjoyed nearly unbelievable highs, and has been volatile to say the least. Add to that a current seeming lack of employees to unload the ships, drive the delivery trucks, staff customer service centers, and serve in the stores, restaurants, and businesses which are now receiving goods that are beginning to be produced again.

Failing to find help or solve these supply chain problems, we've lately noticed several stores and restaurants closing completely or restricting their hours of operation.

And any call to a customer service or support line seems now to be routinely greeted with the message *"Due to the unusually high volume of calls we are experiencing lengthy delays"*.

TWO VASTLY DIFFERENT APPROACHES

DUCK AND HIDE

When promised delivery dates for goods and services (often items that have been paid for at the time of sale) are missed by weeks or months the easy answer for the business is to simply hope that the customer tolerates and/or not belabors the inconvenience.

This allows the seller to escape the uncomfortable and time-consuming conversations arising from complaints. From this perspective, proactively reaching out to customers will seem like inviting trouble and therefore a fool's errand.

When service delivery suffers because of lack of staff, again it's easier not to raise the issue with customers and simply hope that they will not notice or will "understand" and lower their expectations. As customer service call-loads rise due to the pandemic, reducing face-to-face interactions is one answer to help keep the same level of staffing.

But assuming customers will accept the delays (likely to continue with a problem that is not going away any time soon) with the *"Our apologies - due to unexpectedly high call volume waiting times will be 20 minutes due to the pandemic"* explanation is unrealistic.

We can empathize with business owners who've managed to stay in business - despite falling revenue and hiring limitations - by temporarily closing or curtailing operating hours.

Perhaps it seems appropriate to them to notify their customers by simply posting a sign on their door. But how satisfactory is just a sign to their long-term business?



Customers may intellectually understand, but they will likely miss a more personal explanation. And they'll selfishly blame the owner for failing to be available for them. As a result, they may be less loyal and more open to trying competitive brands or services in the future.

We believe this approach is pragmatic but flawed. It fails to acknowledge the value of current customers and to affirm their lifetime values. The answer is focusing on the alternative, loyalty focused approach.

LOYALTY-FOCUSED

We were reminded of the difference in these approaches when we recently entered a local eatery (masks on, of course). We were greeted by the manager who immediately informed us that they were short on kitchen help that evening (help wanted signs are everywhere in our area) and that while she would be happy to seat us, we should be aware that wait times for dinners would be lengthy. She lost money that night because we decided not to wait, but the manager certainly retained us as continuing customers because of her demonstrated concern and her active approach to a very difficult situation.

A second example came with several of the severe fluctuations of the stock market - last spring and again earlier this year. In these occasions we received calls from our financial advisor.

He had nothing to sell but rather than trying to ignore the losses of several

of his recommended investments, he chose to be proactive and remove any doubts or worries we might have about what was happening and what, if anything, we should do.



THE BOTTOMLINE

We realize that owners who've had to restrict operating hours or days are sad and disappointed but is simply posting a note on their business's door and hoping that word spreads, a reasonable answer?

We know that many of those stores and restaurants have contact details of all their most loyal customers. While it might be painful in the moment, would it not be better to contact those loyal individuals explaining actions the owner found it necessary to undertake and save them a trip or the experience of a disappointing meal?

This understanding should help strengthen the long-term bond between the business and the customer making a positive contribution to the customer experience of the future.

For those stores that have sold furniture and other capital goods, reaching out to customers when promised deliveries are long overdue could be uncomfortable and time consuming. They are likely at the mercy of manufacturers or shipping companies, and they may not have an updated schedule, but simply reaching out to customers and letting them know that they have not been lost or forgotten could only help save the relationship.

It all depends, we believe, on whether a business understands the value of loyal customers who over time buy more, and who through their positive word of mouth encourage others to use the brand, store or service provider.



Customer Experience Partners, LLC

Douglas R. Pruden and Terry G. Vavra, Ph.D. are Senior Partners at Customer Experience Partners, LLC.. They were among the first to challenge the marketing community to evolve its thinking from customer acquisition to customer retention. Pruden started his customer retention work as SVP at J. Walter Thompson in the late 1990's, was SVP with Marketing Metrics for nine years and from 2003-2007 was General Manager of Ipsos Loyalty, USA. He has managed CSM engagements for clients ranging from AARP to Mercedes-Benz USA, and from Cirrus Design to MasterCard.



Terry Vavra is author of five books on the subject including *Aftermarketing: How to Keep Customers for Life through Relationship Marketing* (1992), *The Customer Delight Principle* (2001) and *Loyalty Myths* (2005). He founded and led Marketing Metrics, Inc. from 1984 to 2003 managing ongoing national and international customer loyalty and satisfaction measurement programs for clients such as Rolls-Royce, (where our founding director Peter Lavers was his client), Motorola, AT&T Wireless, and Toys R Us.

Supporting clients as they manage their new homeworkers

Alan Thompson, Head of People Capabilities, Customer Attuned

One thing that we haven't been short of in social media this year, has been articles and advice aplenty on how to deal with the challenges posed by Covid19. But what about articles on supporting clients as they manage their new homeworkers?

Have you considered the legal implications of your role as an employer or leader in supporting your employees as they work from home? Simkins LLP, a leading London based media and commercial law firm, recently held an online seminar to an audience of HR professionals and Senior Managers from a variety of industries specifically for supporting clients as they manage their new homeworkers. To complement the legal context, Customer Attuned was invited to contribute with a session sharing insights on the issues and benefits of homeworking.

One significant change brought about by the Covid19 restrictions on our working practices, has been the vast increase in the number of homeworkers. Home-working has become the new normal for many and it is widely expected that this will continue in some form after Covid19. It is, therefore, critical that employers understand their legal responsibilities, but also the perspective of their employees and their leaders.

The Simkins team, headed up by Partner Susan Thompson, shared an overview of the key responsibilities that employers have with regards homeworking. They did an excellent job in explaining the legal framework of employers' obligations owed to employees when working from home in areas such as:

- Providing a safe place to work including provision of equipment
- Hours of Work
- Illness & Stress
- Managing performance and how to conduct grievance/disciplinary hearings with home workers
- Maintaining confidentiality and data protection issues
- Ensuring contractual documents/policies are legally compliant and best practice

To complement this legal context, **Calum Byers from the Customer Attuned** team, provided a perspective on home-working based on many coaching conversations with both employees and managers over the last few months.

Calum discussed the findings of a large survey of employee and manager experiences of the benefits and issues of home-working and what they intended to do going forward.

Benefits and Issues of Homeworking:

- Home working is here to stay - but it will become more of a hybrid model with employees using both work and home offices
- This requires changes in how people are managed - it is critical to recognise the different contexts for their homeworking experiences, but also to create an atmosphere of trust that the employees are able to work with less supervision
- We need to think about the longer-term implications of this - how is hybrid working reflected in the company culture?
- Working virtually requires new skills - we should recognise this and provide training



“We were delighted that Calum was able to support our event by sharing an additional perspective to complement the legal framework covered during the webinar – the feedback we received clearly demonstrated clients enjoyed the mix of legal and practical issues we were able to cover together in the webinar.”

Susan Thompson, Partner, Simkins LLP

The team at Customer Attuned have continued to support all of our existing and new clients this year as they have adapted their ways of working with guidance, sharing of ideas and experience, and focussed training.

As we approach the end of the year, we have successfully moved from the physical to the virtual classroom and delivered over 40 bespoke training sessions where clients have seen their homeworkers rise to the challenge and deliver outstanding performance during this new way of working.



Alan Thompson, Head 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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With inflation announced - Relationships could get strained!



Alan Thompson & Dr Mark Hollyoake, Customer Attuned

In a very short space of time, we have gone from: very low inflation, stable prices and customer conversations exploring joint value opportunities - to - supply chain insecurity (will you supply what you promise), conversations about increasing costs and the need to reflect this in price increases.

For those customer managers on the supplier side you may be quite out of practice in having to sell-in and negotiate price increases. Those of you in the procurement side of the customer may be equally rusty in the effective handling of price increase requests.

For those selling business through distributors or intermediaries, there is the added challenge of conveying price increase rationale to both the intermediary and then hoping that this message is conveyed in a way that doesn't damage the relationship with the end client.

For many in intermediated brokered relationships, renewal increases can mean the difference between writing the business or it going elsewhere.

This can lead to a rapid shift in the 'balance of power' in any negotiations and consequently put pressure and strains onto relationships and an opportunity for the relationship to degrade or even worse for mistrust to creep in.

As a consequence of a shift towards more hybrid working patterns in many industries, this adds the additional dynamics of many negotiations still having to be conducted via virtual media, rather than in person - this can strain relationships even further.

How can these rapid changes in circumstances be managed in a way that maintains or enhances the relationship over the longer term?

➤ **What's the potential impact on the purpose and intention of the relationship? Are both sides equally affected?**

➤ **How has the price increase been calculated, where's the evidence and the impact read through to the other side, does it have longevity or will it need to be revised again in a month's time?**

➤ **Are there any options that can provide flexibility in the solution that can keep price rise to a minimum?**

➤ **What is the problem / issue? Frame it and scenario plan it.**

➤ **A problem shared is a problem halved – have you discussed it with your customer and /or broker exploring potential solutions that are mutually acceptable?**

➤ **Approach it as a shared issue/problem that requires some joint actions and thinking to resolve it.**

➤ **As the person responsible for the customer side of the relationship, your approach needs to be looking for accommodation – recognising the issue and being part of the solution. It isn't good enough to ignore it or not accept the issue – it won't go away.**

➤ **This is a real indicator of the relationship strength you have between the both of you.**

➤ **If the customer ignores your requests, discussions and refuses point blank to accept any increase, then your relationship is firmly in the transactional box!**

At Customer Attuned we have extensive experience of helping our clients develop the capabilities in their teams to improve their approach to negotiation that recognises the changing nature of their market and their relationships.

We draw from the detailed research conducted by Dr Mark Hollyoake that enables us to share how the dynamics of trust can be maintained and improved pre, during and post negotiation leading to improved long-term relationships.

We have also helped many clients reevaluate and adapt their negotiation approaches that recognises the different dynamics of doing this in a virtual world. Get in touch if you want to find out more.



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.

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Alan Thompson, Head of People Capabilities, Customer Attuned

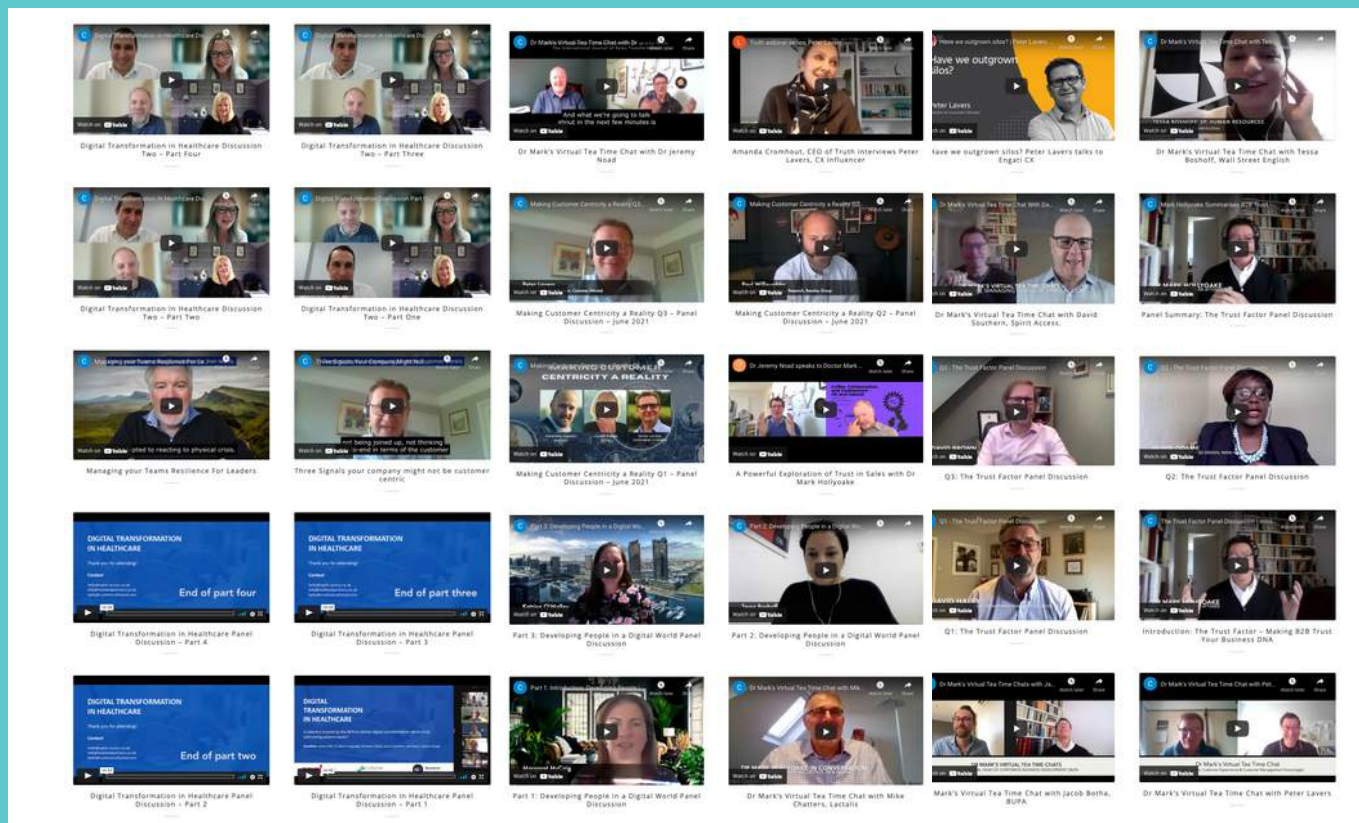
Alan has an in-depth knowledge of capability development with extensive experience of designing and delivering blended training solutions for clients across several industries, making use of online, virtual and traditional classroom training methods.

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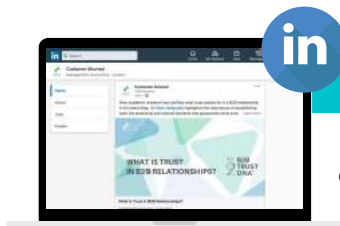
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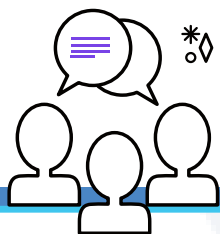
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Weekly blogs on customer management



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



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Daily insights from our directors and associates



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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.

THIS ETHOS WILL BE ENGENDERED IN DELIVERABLE-FOCUSED PROGRAMMES SUCH AS:

Developing an in-depth understanding of the quality and level of trust in your B2B relationships

Embedding the development of trust-based relationships at the heart of your people capability framework

Applying a systemic approach to the management of trust-based relationships to deliver your proposition

Cutting edge capability improvements in your sales and customer management teams

Whatever your need, we can work with you at each step of the journey whilst being mindful that none of these areas work in isolation to each other and that trust is the common factor sitting at the centre of everything we do.



WHAT IS B2B TRUST?

Trust is dynamic and it can change, it operates as an 'S' curve over time. The diagram illustrates this, and how mutual value increases in each phase.

To pro-actively develop Trust in a B2B context, firstly: you need to be clear what it is. This definition of B2B trust provides that clarity.

"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 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. 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.



THE BUILDING BLOCKS OF B2B TRUST: DEVELOPING TRUST INSIDE YOUR ORGANISATION

Embedded Trust

BUSINESS NEED:

Trust is inconsistent or has broken down in the company between management levels, departments, or wider in the value chain e.g. with suppliers or intermediaries. No one is in agreement and a battle of wills is affecting client relationships and company performance.

HOW IT IS DELIVERED:

For trust to be truly embedded within the way you operate and do business with your suppliers, partners and customers, everybody needs a common understanding about what it is and why it's important. Our Trust DNA™ model and S Curve provide this basis for mutual knowledge and commitment.

We develop with you an organisation-wide programme that embeds trust in your ways of working and stakeholder engagement. It is delivered through Trust Champions to ensure that trust is woven into your culture.

THE BENEFITS:

More alignment, collaboration and commitment to building trust for mutual value. Less silo behaviours, politics, short-termism and back-covering.

Business Capabilities

BUSINESS NEED:

Make customer centricity and trust realities in the business rather than just nice words. This means adopting a systemic approach (end-to-end and joined-up) to develop agile tools, business capabilities and the right culture to deliver compelling, relevant, omnichannel and mutually valuable experiences to customers, suppliers, staff, partners and intermediaries.

HOW IT IS DELIVERED:

We deploy our proven systemic approach – the Trust Capability Builder – to optimise the end-to-end customer experience, enhance client profitability, and make your proposition more authentic. Partners, Distributors and Intermediaries will be more effectively and holistically managed, and trust strengthened throughout the Supply Chain.

THE BENEFITS:

Customer centricity and trust engineered into your corporate purpose, culture, operating system and processes will deliver improved customer acquisition, retention and depth of relationship.

Training & Development

BUSINESS NEED:

A key pillar of all successful B2B companies is the equipping of staff with the right skills and capabilities to build and manage trust-based relationships that uphold the brand promise.

HOW IT IS DELIVERED:

Our suite of training programmes is tailored to focus on the key areas of sales and customer management that will make a difference to your business.

We can deliver programmes in face to face, blended, and virtual classrooms.

We can provide short, sharp, targeted training interventions or a series of interventions as part of a wider development programme or academy.

THE BENEFITS:

Your people will develop the skills and confidence needed to enable them to build and maintain trust-based relationships that deliver on your brand promise.

NEW COMPANY BROCHURE

Source: Hollyoake M (2020)

WHERE WE'VE HELPED BUILD TRUST:

A SELECTION OF OUR CLIENTS

NEW COMPANY
BROCHURE

DEVELOPING TRUST WITH YOUR CUSTOMERS, PARTNERS, INTERMEDIARIES & SUPPLIERS

Sales & Account Management

BUSINESS NEED:

A minority of large customers / key accounts deliver enormous value, but there's little consistency in how they are managed, how account management teams are configured, or how the commercial process is applied.

HOW IT IS DELIVERED:

A best-in-class Key Account Management programme that is tailored to your company and co-designed with internal sales champions that delivers the principles of segmentation, consistency in your commercial approach, effective planning, KAM competencies and compelling presentations.

THE BENEFITS:

You will have everyone on the same page, delivering high quality Key Account Plans through a team of highly qualified KAM's that fully understand how your customers work, confident in the knowledge that they are activating KAM best practice and supported by subject matter experts.

Trust Evaluation

BUSINESS NEED:

To understand, and then protect, the trust that has been earned, ensuring that it is never compromised or lost in the chase for sales performance, market share or cost cutting.

HOW IT IS DELIVERED:

The B2B Trust Evaluator is more than just another customer survey. It is built upon over five years of academic research and works at multiple levels on both sides of B2B relationships & partnerships. 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, so this approach isn't a "one questionnaire fits all" solution – we dig in to what matters for the different stakeholder groups when it comes to building and protecting trust.

THE BENEFITS:

The B2B Trust Evaluator will deliver you a thorough understanding of your start-point in each element of the B2B Trust DNA™ Model, and thereafter track your progress to B2B trust mastery. We will point you to where trust needs recovering, protecting or developing internally and externally – all for mutual benefit.

Trust Development

BUSINESS NEED:

See the commercial return on our trust building efforts. Capitalise on it where it's strong, build it where there's potential for more mutual value, and recover trust wherever it's economically possible.

HOW IT IS DELIVERED:

The building blocks we've described here need putting together in a way that ensures mutual value creation. There are builders, and there are master builders! This element of what we do combines the outputs from the Trust Capability Builder and the B2B Trust Evaluator into a tailored, business-cased blueprint for trust development to move customers up the 'S' Curve of trust (or keep them in an optimally profitable position on it). Backed with masterclasses and account-specific trust & value development workshops, our approach helps you become master builders of B2B trust.

THE BENEFITS:

Improved retention rates and account-level profitability. You'll be able to shift from "selling stuff" to being trusted advisers co-creating solutions to your clients' business problems – making you invaluable to their success. This will in turn enhance your reputation, leading to more referrals and new business wins.

SOME EXAMPLES HOW WE HAVE HELPED OUR CLIENTS BUILD TRUST:

Selling in a Virtual Environment

Tailored programme focused on managing customer relationships online and adapting the sales process.

- Developing Competitive Advantage
- Pro-active online engagement
- Building confidence behind the camera

Customer Strategy & CRM Systems Implementation

Every business has its own customer objectives which requires a unique customer journey and choosing the right CRM to support those needs.

- Customer journey mapping
- Systems analysis
- Data & Technology

Sales & Account Management Programme

12 month programme for c.60 members of a leading healthcare provider's account teams to improve their capability to develop and manage trust based relationships.

- Face-to-face and virtual classroom sessions
- Supported by leaders' workshops and coaching
- Adapted for engagement in a virtual world

Managing Customers in a Virtual World

A leading Insurance firm required in depth training taking traditional key account management from the physical to the virtual world.

- Virtual Presentations
- Body language techniques
- Building rapport

Sales Strategy Development

Design and facilitation of two workshops to act as a catalyst to support a journey towards becoming a more sales focussed organisation.

- Review of sources of business in current environment
- Impactful sales messages pre, during and post the sales process
- Identifying and sharing of good sales practice

Trust Evaluation Survey

Supplier / Customer relationships work well when the partnership is aligned.

- Qualitative survey
- Clearly defined strategies
- Roadmap to success

Developing Internal Talent

Converting a face-to-face business to online during lockdown presented unforeseen challenges. Key focus on KAM development and new business strategies.

- People capability competences
- KAM auditing
- Coaching

Customer Centric Strategy










Placing Trust at the heart of your customer strategy.

- Co-creating a client centric strategy
- Measuring the level of trust in the relationship
- Integrating trust measures into your KPI's

B2B TRUST DNA™

MARK HOLLYOAKE 2020

MEET THE TEAM

	<p>Peter Lavers Head of Customer Relationship Quality</p> <p>/PeterLavers /peter-lavers</p>		<p>Dr. Mark Hollyoake Head of B2B Trust</p> <p>/MarkHollyoake /markhollyoake</p>		<p>Alan Thompson Head of People Capability</p> <p>/alanthom90 /alanthompson1</p>
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ACCOLADES

























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