

Customer Work Winning Input

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Early engagement - 1

Clarity on target customers - 3

Leverage sector focus

Understand people's influence - 2

Identify customer coach

Financial understanding of target customers/sectors

Understand customer past buying decisions

Communicating customer's drivers

Relationship mapping & buying in the wider wates team

Establishing our reputation in the market

So what?

Be courageous to tell the truth at the start – transparency

Finding ways to invite ourselves in

Solve problems before they know it (silently)

Never say no – outright

Solutions not problems

Load off their shoulders

Know/understand our customers

Shared pain & gain

Deliver/know the promise

We before we begin reignited

Pass message from Pre-Con to Construction – translation

Consistency of teams and relationship ownership

Succession plans/ trust

Supply chain way-in

Educate customer about the design process

Profile who our customers will be - 1

Start now – building relationships - 3

What will their drivers be? Revisit our ‘why’ throughout

Meeting and understanding Government strategy

Invest in people with expertise & relationships in priority sectors

Patience – some sectors will take time to build trust and expertise

Be purposeful – relationships with customers > secondments etc – not just drinks/events e.g volunteering together - 2

Zippered relationships continuing

Consistent touch points

Early cost plan engagement

Early engagements to early influence & regularly engage - 1

Internal v centre – who is engaging?

How we make them feel

Understanding client success factors

Alignment culture & values - 2

Understand clients view of their business risks – stay aware!

Consistent open comms - 3

Customer/consultant/end user – equal engagement

Key account management – based upon pipeline visibility – client & consultants

Identify the customers – now, circa 10 -11 months before bidding work

Wates culture needs to change from internal to external

Look at trends and entry points to the market

Customers introducing us to other customers

Facilitate customer forums for 'thematic topics' to add value/round table events

Looking after the customers we have outside the delivery cycle – maintain the relationship

Standard PoE offer over a prolonged length of time

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1. Reinvigorate 4/4/4 – win before you begin, know the customer, know when to walk away
 2. Viability/cost/programme team > trust – Destination not the aeroplane
 3. Promote Wates externally at all levels. Nominate for awards/speak at events secondments

Must understand customer drivers – each is unique

Have a plan for managing expectations and bad news

Use customer insight to inform marketing strategy

More:

- Regular cost plan updates
- Meetings/collaboration/checking NPS
- Long term, repeat clients
- Negotiation before Opp comes to market
- Making client understand Wates and what we need

Less:

- Surprises
- Changing staff – losing relationships

Internal data based – measurement of customer performance

Do what we say we do

Client profiling – customer charter/workshop

Disc profile/client/wates

Key account manager

Ask them – 2 ears, 1 mouth – what do they want?

ESI

Our own behaviours – cultural alignment

Transparency/honesty

Ultimate Top 3

1 – Fixing Relationships/re-build trust – ‘Floaters to Promoters’

2 – Client Profiling – Customer mapping/empowerment ‘Power to the People’

3 – Customer Journey – management expectations and bad news