

Quote

- We see our customers as invited guests to a party, and we are the hosts. It's our job every day to make every important aspect of the customer experience a little bit better.

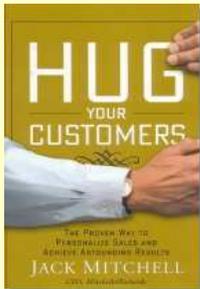


Jeff Bezos is the founder and CEO of Amazon.com Books.

Jeff Bezos

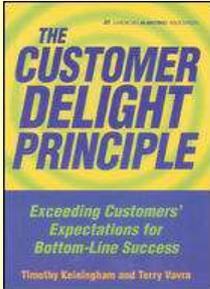
Food for Thought

A Note on Preparation!



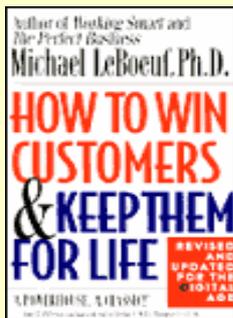
- Loyal customers translates into superior profit!
- Many CFO's make broad based decisions without ever meeting a customer.
- Everyone is on the floor!

A Note on Philosophy



- Managing Inside – Out versus Outside – In
- Inside : internal process driven, tactical
- Outside : focus on Customer, long term relationships
 - *Customer Satisfaction Measurements*

A Note on Perceptions!



- Develop your customer profile.
 - *Get a clear picture of what your customer wants.*
- See your business through your customer's eyes.

The Starting Points

Your Organization

- Sales/Marketing Driven
 - Corporate culture is Customer driven
 - Asks customers for feedback
 - New Markets ~ Takes Risks
 - Top Line Focus
- Financially Driven
 - Lean organization, expense controls
 - Substitute products available
 - Bottom Line Focus



Why Are You Visiting?

- Pre-Sales Visit
 - More credit oriented
 - Get to know the customer before you sell
- Stay Well Visit
 - Maintenance
- Get Well Visit
 - Problem Solving



Types of Customer Visits

- On Site Customer Visit
 - *You Visit them!*



- Trade Show Visit



- Customer Visits You!



On Site Customer Visit

- On the Road Again!



- The best weapon for your Credit arsenal!
 - Know your customer



- Brings us closer to the Sales Organization and our Customers!!



On Site Customer Visit

- *Advantages:*
 - Planned in Advance
 - Increase Your Customer Awareness
 - Increase the Credit Value!



- *Disadvantages:*
 - Their Home Court
 - Curve Balls



Trade Show Visit

- Neutral Territory!



- Interaction is typically lighter



- More Social Interaction



Trade Show Visit

- *Advantages:*
- Usually planned in advance
- Understand the market better
- Relaxed environment



- *Disadvantages:*
- Not the right attendees
- Unprepared
- "Booth" repellent!



Customer Comes to You!

- Great opportunity for the Customer to see your organization's value.



- You can handle curve balls easier.



Customer Comes to You

- *Advantages:*
- Usually planned in advance
- Customer understands you better!
- Your Home Court Advantage



- *Disadvantages:*
- Not "always" the right attendees
- Bad Hair day!



Preparation

Preparation

- Checklist:
 - Know Your Audience!
 - Sales Role
 - Financial Information
 - Customer's Web Site
 - Internal View
 - SWOT Analysis

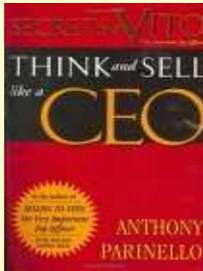


Preparation

- Checklist:
 - Logistics
 - Creating the Agenda
 - During the Meeting
 - Action List
 - Post "Show" Game Plan



Are You Ready?



- EBS ~ Equal Business Stature
- Ready willing & able to play on the same level as the person you're meeting with!
- Understand Business Style as well as Personal Style!

Characteristics to look out for....

- Analytical
- Love Data
- Low Emotion
- Good Listeners
- Low Expressions
- Serious
- Facts/Logic
- Slow to React
- Achieves Goals
- Max. Info. – Min Social



- Amiable
- Caring
- Low Stress
- No Time Restraints
- Easy To Get Along With
- Shares feelings
- Asks questions
- Great customer service



Characteristics to look out for....

- Expressive
- Openly shares feelings
- Loves people
- "Great" is a favorite word
- Creative
- Out of Box
- Party Animal
- Motivates
- Inspires
- Persuades



- Driver
- Tell oriented
- Has a plan and acts on it!
- Direct
- Always busy – on the move
- Likes Change
- Focus On Results
- Low emotion
- 60% of all CEO's are Drivers



Informational Sources

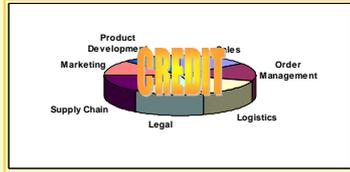
Sales Role

- Interview your Sales Rep 
 - Understand Sales Rep's motivation
 - Review their account plan (*Target Account Selling!*)
 - What's your role? Ie Good Cop/Bad Cop?
 - Understand the Customer's motivation
 - Obtain a recent customer satisfaction survey
 - Review Personal Styles 

Financial Information

- Customer financial statements 
 - MD&A....where are they going?
 - Understand the cash flow.....
 - Look at their operating cycle 
 - Where does your company fit in?
 - Supply Chain or Food Chain!
- Credit Reports 
 - Organization, Antecedent information
 - Trade Group Data

Internal View



Internal View



Sales

Understand the "Comp Plan"

What motivates your sales people?

What is their marketing plan?

Who are the internal influencers?

Know their "personal style"....

Ask about attendess?

Internal View



Order Management

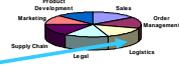
Tactical....how do your customer's place their orders?

What customer issues cause order delays?

Is there a correlation between late payments?

Is there a correlation between deductions?

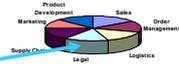
Internal View



Logistics

Tactical....Warehouse Management
Order Management tie in ~Shipping issues?
Supply Chain tie in ~ Violation issues?

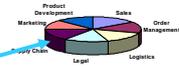
Internal View



Legal

Even Credit people can love our attorneys!!
Understand existing contracts, could be as simple as a sales agreement.
Routing Guide??
Terms and Conditions ~ PO based or Contract?

Internal View



Supply Chain

Do your shipments comply with the terms of the customer's Routing Guide?
Will you be subject to violation charges?
Get a copy and read it!!

Internal View



Marketing

Understand upcoming promotional activities

Advertising Campaigns

Customer Satisfaction Metrics

Internal View



Product Development

• Know ~ understand your company's product direction.

• Will technology or process "replace" this customer?

• Are they early adopters?

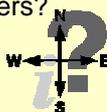
• margins may be higher.

Customer's Web Site

■ Read recent press releases



■ Who are your Customer's Customers?



■ Who is their competition?



SWOT Analysis

Strengths

Dominant Market Share
Margins
Customer Satisfaction



Weakness

Declining Market Share
Low Margin/Low Risk Tolerance
Lack of Customer Satisfaction



Opportunity

New Products
Open Credit Policy



Threat

Loss of Customer Confidence
Customer Changing Direction



Win / Win Results

Creating the Agenda

- Know the Attendees
- Address the Customer's concerns
 - Why do they want to meet with you?
- Address your concerns
 - Provide detail prior to the meeting
 - No Surprises!



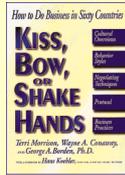
Your Logistics

- Timing and Coordination!
 - Transportation
 - Drive, Fly, or Mass Transit
 - Expect delays...plan around it!
 - Hotels
 - *The customer can often recommend the best hotel for you!*
 - Ensure that you can be on time!



Your Logistics

- Out of the Country?
 - Passport / Visas
 - Culture?
 - Currency?
 - Understand appropriate business behavior...ASK questions before you travel ☺



Before the Meeting

- Confirm/Agree on date/time
- Confirm Agenda
 - List the attendees, departments/roles and location
 - Date
 - Re-Confirm Customer's concerns (work with sales or your contact)
 - Finalize your concerns
- Send out the agenda
- Send out any supporting materials



During the Meeting

- Introductions



- Take copious notes

- Ensure action items have an owner
- Restate them!



- Close the meeting with clear expectations



Action List

- Review action list with Sales Rep

- Agree on internal owners
- DO NOT talk about this until you are off the customer's premises!



- Craft your to-do list



- Make sure internal personnel are informed and explain sense of urgency



Post "Show" Game Plan

- Write a personal thank you note to each of the attendees.



- Send a formal meeting recap



- List the customer's action list and due dates

- Set a reminder follow up flag
- Stick to your due dates!



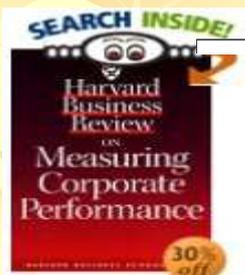
Post "Show" Game Plan

- Set a follow up flag in your contact system to stay in touch with your customer.
 - Take the pulse on what's working better after your meeting...
 - Listen for any other "clues"
- Send a "Happy" whatever card...
 - Valentine's ~ Thanksgiving cards

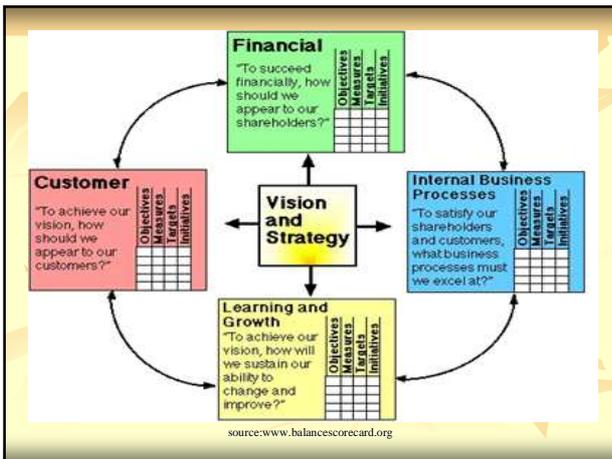


Measuring - ROI

Inside the Concept



- Written in 1998
 - Peter Drucker contributed
- Robert Kaplan and David Norton wrote The Balanced Scorecard – Measures That Drive Performance and Putting the Bal S.C. to Work.
- How the right measures help teams excel.



Balanced Scorecard

- **Focus** -- Ensures an organization is doing the right things - not simply doing things right (helps avoid concentrating on perfecting a process that has little impact on critical outcomes).
- **Alignment** -- Creates links between and across levels of your organization (particularly helpful to improve an issue that cuts across functional silos).

Source: www.activestategy.com

- **Accountability** -- Spans departments and individuals (identifies what is strategically important, what performance level is needed, and who is responsible).
- **Communication** -- Translates your high-level strategy into words that are meaningful and relevant throughout the organization.

Source: www.activestategy.com

Financial Perspective

Goals

- Days Delinquent
- DSO
- % AR over 360
- Invoices over 90
- Cash Collections

Measures

- 10 days
- 60 days
- \$0.00
- \$0.00
- 90% Forecast

Customer Perspective

Goals

- Customer Satisfaction

- Cust Sat Survey

Measures

- Open New Accts within 2 days
- New Acct Letter within 4 days
- Notify Sales/Cust of any credit hold over 24 hrs.
- Visit Top 50 Accts, send Thank you cards.

- Achieve above satisfactory levels of satisfaction.

Innovation & Learning Perspective

Goals

- Intranet Site

- Training & Development

Measures

- Complete Web Site
 - Who to Contact
 - Biz Processes
 - Fun Stuff©

- 1:1 Manager Metric
- 40 hours of training per employee

Internal Biz Perspective

Goals

- Sales Collaboration and Communication
- Finance Satisfaction

Measures

- Achieve above satisfactory rating on Internal Cust Sat
- Schedule Internal Sales Meetings ~ Top 50 Acct Review
- All Reporting done on time
 - Close AR on time
 - Send Statements 1 day after close

Final Thoughts

Wrap Up

- Develop your own pre-customer checklist!
- Learn more about the other touch points in your company.
- Understand Social Styles.
- Ask for help....Sales resource, your internal contact at the account.
- Routinely measure your results...survey!
- Stay in contact with your customers!

Quote

- Spend a lot of time talking to customers face to face. You'd be amazed how many companies don't listen to their customers.

■ *Ross Perot*



Thank You!!

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