

Retaining an At-Risk B-to-B Account

A Success Story of Customer Feedback Reviving Key Relationships



THE CHALLENGE

The distributor had a new Strategic Account Manager (SAM) who was responsible for the retailer's account. Just a few months before, the retailer had expressed interest in renewing their multi-year contract with the distributor. When the retailer requested a meeting, the distributor knew of no reason not to be optimistic.

At the meeting, the retailer's executives wasted no time in expressing their concerns about all the changes affecting people and strategy within the distributor. These executives said they no longer knew the distributor, that the distributor did not really know them, and they were not sure about renewing their contract.

It was clearly time for a different approach. Good operational performance was not enough; there needed to be more depth to the relationship for it to continue.

THE SOLUTION

Executives at the distributor determined that the Customer Review process (CRp® feedback process) from E.G. Insight could help them build a stronger foundation for this important relationship. Using a structured interview guide, developed specifically for the distributor by E.G. Insight, the SAM met individually with each of his key contacts, asking questions to identify any areas in need of remedial attention and to better understand each individual's priorities. In addition, the customers were asked about their current and future business environment, giving a clearer picture of their total business to the distributor.

The feedback obtained during the interviews was candid and thorough. The customers not only described their issues, but also proposed solutions.

Obtaining this rich information was just a start; they needed to make changes. E.G. Insight helped guide the distributor in formulating the response: taking what was learned, developing solutions with division leaders, sharing the vision for working with the retailer, and gaining commitment to the planned changes.

The key executives from both companies met once again, this time at the distributor's headquarters. Throughout the meeting, the retailer could clearly see that the distributor had listened to their concerns and taken them very seriously.

THE RESULTS

A multi-year, multi-billion dollar contract with opportunities for increased levels of business is now in place. Both companies agree that the distributor's commitment to listening, and to shaping solutions based on what they heard, was the foundation for the new relationship.

About E.G. Insight

Customers, employees, suppliers, stakeholders, and alliance partners all have plenty to say about your business. Are you really listening? E.G. Insight helps Global 1000 companies develop and implement feedback processes that yield a better understanding of the current health of critical business relationships, and further assists clients to use that data to make better business decisions and guide organizational improvement.