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STRATEGIC DESIGNER

The value Playbook.

Establish
loyal customer relationships,

create a
shared future vision,

towards
business outcome driven partnerships.

Content

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Loyal customer relationships

- Loyal customer relationships
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How to use this playbook?

1. The customer is sparking your curiosity.
2. Read some pages.
3. Gain knowledge.
4. Feel inspired.
5. Find direction.

Introduction

This value playbook is designed to guide you through the establishment and maintaining of loyal relationships with your customer to be able to create a shared future vision towards a business outcome driven partnership.

This playbook provides knowledge on the relationship values Trust, Commitment, and Satisfaction, leading to a loyal relationship.

The playbook provides guidance to the establishment of these relationships, by providing a step-by-step approach. This playbook explains each step separately and provides tools, insight, and possible pitfalls connected to each step.

This playbook will give insights into what is needed to create a shared future vision with your customers to be able to take the step towards a business outcome driven partnership.

For all employees of Schuberg Philis

Loyalty

Shared future vision

**Business
outcome driven**



Establish a loyal customer relationship,

Loyalty is broadly acknowledged as the most important value in a B2B relationship.

Through the establishment of the values trust, commitment, and satisfaction, a loyal relationship can be achieved.

create a shared future vision,

A shared future vision is the bridge between a loyal relationship and a business outcome driven partnership. Together, the future goals and directions of the customer will be explored. SBP guides the customer to the right direction, set the right goals and help the customer to reach their goals together.

towards business outcome driven partnerships.

By creating a shared future vision, SBP nurtures and expands the relationship with the customer towards a business outcome driven partnership.

Loyalty

Shared future vision

**Business
outcome driven**



Loyalty

Loyalty is the foundation for your relationship with the customer. When you have a loyal relationship, the customer has trust, feels commitment, and is satisfied with you and with Schuberg Philis. This creates the opportunity for the relationship to grow and you and your customer can help each other at reaching their goals.

By understanding how you can influence Trust, Commitment, and Satisfaction in a relationship, loyalty can be established. Trust, Commitment, and Satisfaction are in turn also influenced by the creation of other values in the relationship. Trust for example is influenced by the creation of a personal bond between you and the customer, commitment can be shown by your involvement with the customer, and satisfaction can be established through the quality of the application but also the service you offer.

Loyalty =

Trust + Commitment + Satisfaction

"The core must be the added values and the trust that the other party can really deliver quality. And then if you also have a personal connection, this relationship is becoming easier."

"From an existing trust relationship, you naturally have more room to discuss additional services, upselling of other services alongside our existing services."

"Investing once into building trust is not how it works, you need to keep investing to maintain a trustful relationship"



Trust

Establishing **trust** is seen as the first step in creating a loyal relationship with the customer. A **personal bond** and trusting **competence** are values you aim to establish in your relationship.

Trust is not only influenced by the establishment of a personal bond and competence but also through being **open** en **transparent** while finding a fit between the **culture** of Schuberg Philis and the culture of the customer.



"If you look at the effort that SBP puts in it, to make it right every time. They go above and beyond and then you know it is good."

"Because we have that long-term commitment, they see us more as a sort of strategic partner, to share more with us and be more open to the ideas we have"

"Having team members physically present at the customer's location, so that we are on their side and can demonstrate our commitment"



Commitment

Showing **commitment** to your customer involves diving into the business of the customer with **Customer orientation**, and **interacting** with the customer by joined working and putting effort into the relationship.

And be committed to establishing a **Stable relationship** with the customer.

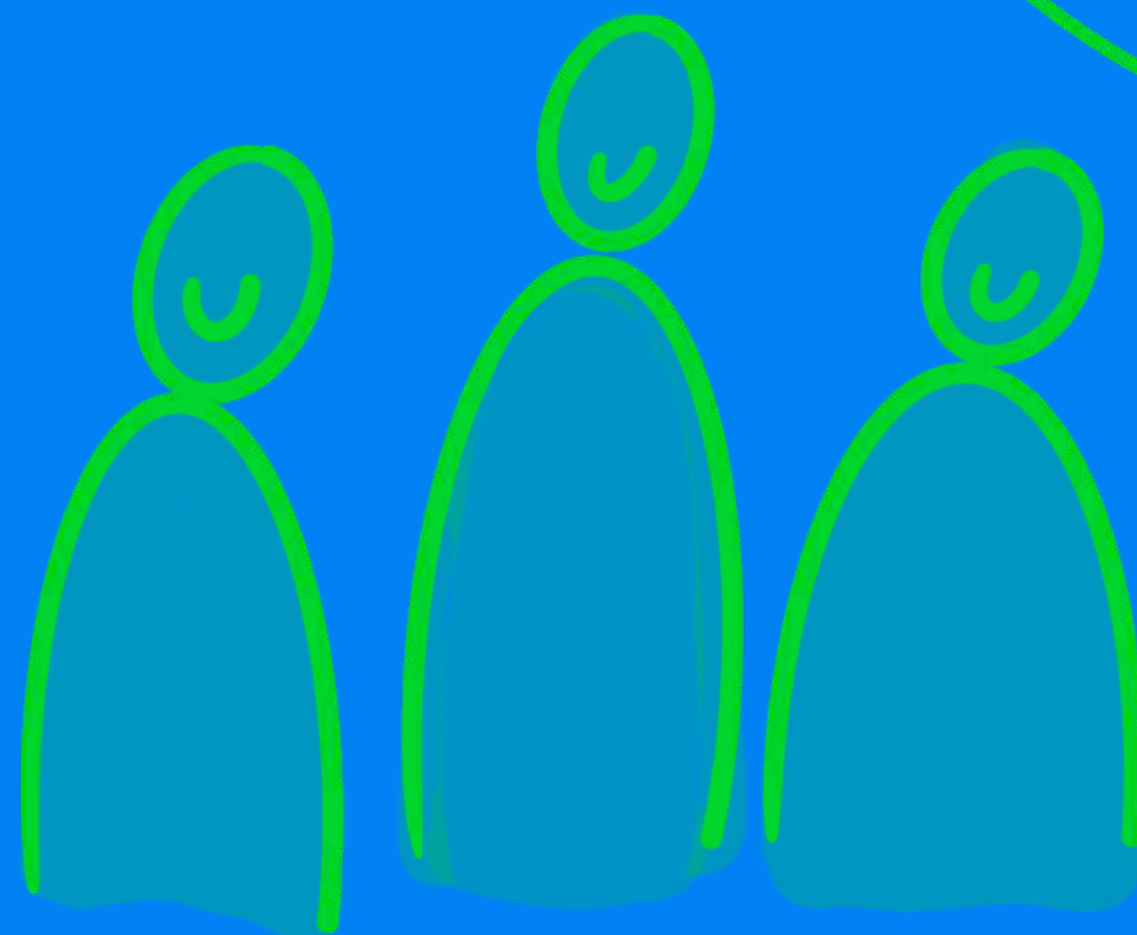
Commitment is crucial in the establishment of loyal relationships by creating the possibility to create and maintain **Trust** and **Satisfaction**



"But the most important thing is this: look, you can have trust in me. However, if I don't execute or deliver, that trust will quickly disappear."

"Investing once into building trust is not how it works, you need to keep investing to maintain a trustful relationship"

"We must continue to exceed expectations with our execution every time."



Satisfaction

Establishing a relationship where the customer and you both feel satisfied is not only influenced by the **quality of the service** you deliver. Before you can deliver quality, you must understand the goals of the customer and be able to adjust your service to their wishes, and create **shared project objectives**.

Not only relationship values and wishes must be understood, but making sure you understand the technical requirements of the customer is equally important.




Loyalty

**Shared
future vision**

**Business
outcome driven**

**The creation of
a shared future vision**

An illustration on a dark blue background featuring three stylized, grey, rounded human figures at the bottom. Above them are three white speech bubbles. The largest bubble on the left is empty. The top bubble contains text about customer interaction, and the bottom-right bubble contains text about goal setting and strategy.

"Because you are excellent in the things you are doing today, you can talk to your customer and ask, "where shall we go tomorrow?"

"Think about where you want to be and what is the best route you can take towards there."

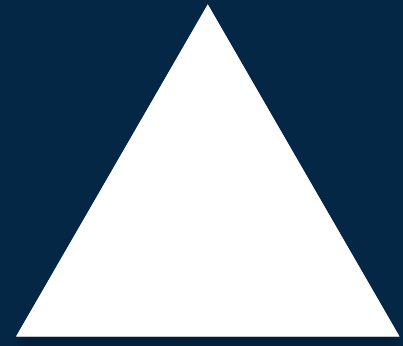
Shared future vision

A loyal relationship with your customer is the foundation for creating a future vision together with your customer. A future vision is focused on thinking about future opportunities and goals. During the creation, it is important to make a plan together and think about how they can reach their goals and how you can reach yours.

But before you can create this shared future vision with the customer, it is important that you have established a loyal customer relationship. Only when **trust**, **commitment**, and **satisfaction** are established, the customer will be open to creating a shared future vision. Because the customer has **trust** in the people and in the competence of Schuberg Philis, the customer feels a **commitment** and is open to working together, and feels highly **satisfied** with the quality and service of the relationship.

By working together with the customer to create this shared future vision, the bridge between a loyal relationship with the customer and a business outcome-driven partnership can be established.

Legend



Outcome value



Action value



Workshop



Aimed value



Trust



Commitment



Satisfaction





Transparency
Cultural fit



1
bond

Transparency

Be transparant!:

Transparency is an open, transparent and honest way of interacting and communicating with the customer. It is characterized by creating openness in way of working, process, pricing structures, being honest about possible risks and during the sharing of other information and being transparent about strength and weaknesses. This openness, honesty and transparency creates a safety in the relationship.

Transparency is closely related on the company culture and the match between the company culture of SBP and the culture of the customer

Establishing safety in the relationship is fundamental for the creation of a personal bond with the customer and incremental in establishing trust in a relationship



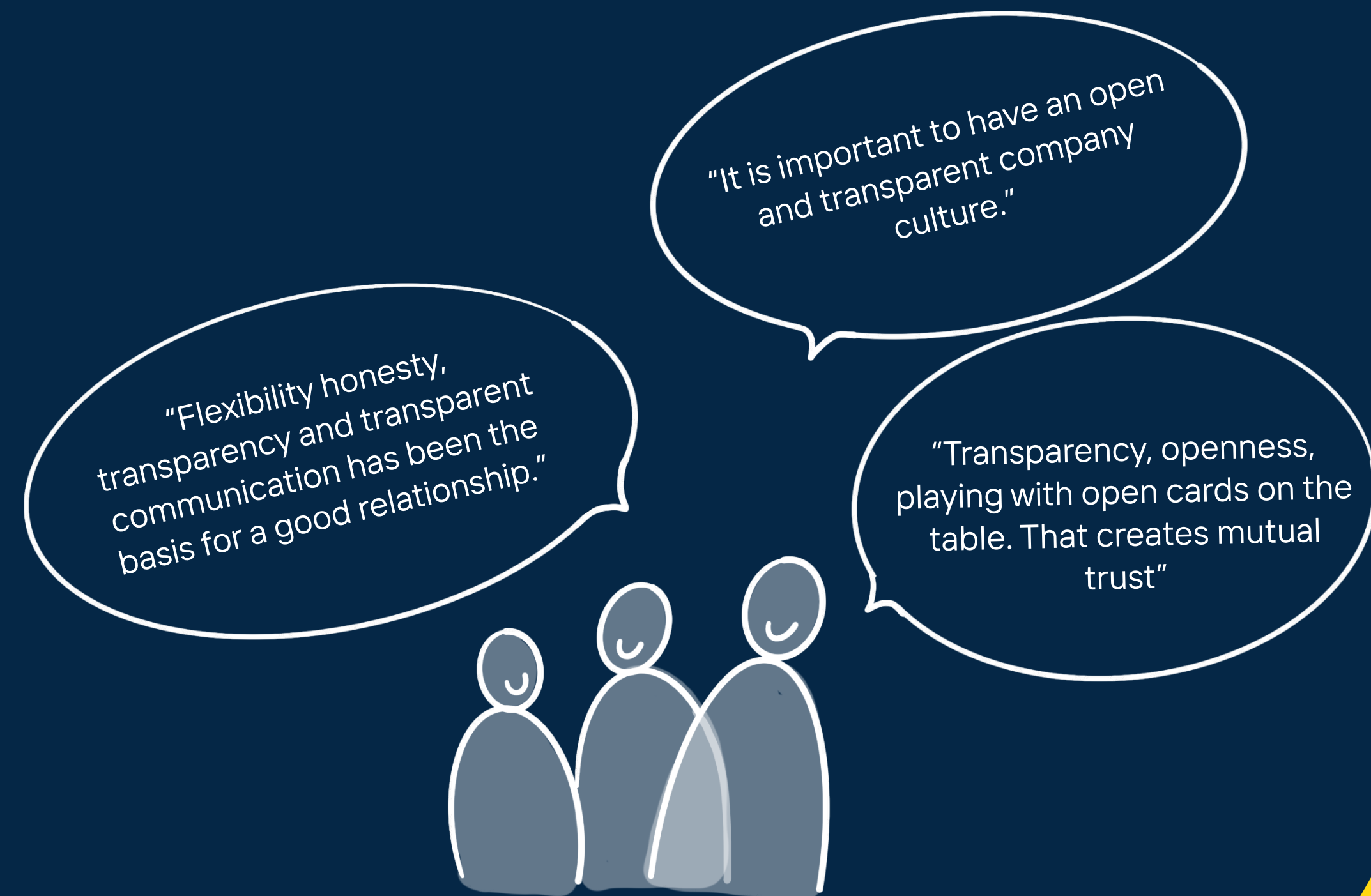
Action:

Clear information channels



People involved:

Everyone in contact with the customer



Trust



Transparency
Cultural fit



1
bond

Cultural fit

Understand the cultural fit

The company culture is defined by cultural values, broader purpose of making the world a better place, the way of working, the innovation speed, company atmosphere.

The perception the customer has of Schuberg Philis before an engagement is influenced by the market reputation of SBP. This can be positive but also negative. Understanding the possible negative perceptions a customer might have, enables you to anticipate this and prove them wrong.

Understanding the company culture and way of working of the customer gives you insights into the organizational structure of the customer and the people that you need to involve to create new ideas or innovations.

Understanding the customer's organizational structure also gives you insights into the perception of the customer towards IT in general and the role it has in their organization.



Action:

Humbleness and vulnerability



People involved:

Sales director and/or business consultant



Be aware:

Brand reputation



Further research:

Customer's organizational structure



Trust

1

Personal bond

mer orientation

**Transpa
Cultur**

1. Personal bond

Create a personal bond!

Establishing a Personal Bond is the first step towards a loyal customer relationship. This value is part of establishing trust between Schuberg Philis and the customer.

Creating a personal bond is one of the most important values in the establishment of loyal customer relationships. When a personal bond is created, customers are more likely to ask for advice. It is important to keep transparency in the interaction and be aware of the cultural fit while establishing this personal bond.

A personal bond is a value that is essential in a relationship and will be valuable during the engagement. A personal bond with one stakeholder also gives you the opportunity to expand your network within the customer's organization and get introduced to other people at the organization or get new insights about the customer that might be valuable for new engagements.



Action:

Join a network event



People involved:

Sales director and/or business consultant



Tools:

Account plan



Trust



2

Science

Person

1

Customer orientation

Inspiration day >>>

Get to know your customer!

Customer orientation consists of doing desk research to understand the customer's goals, purpose, and vision. Together with researching the market trends, the customers, and the competitors of the customer. To create an understanding of the goals and needs of the customer. By exchanging knowledge, the expressed needs of the customer can be aligned with the values SBP can offer.

Effort into customer orientation is the basis for showing the customer you are competent to help them solve their problems or achieve their goals.



Action:

Desk research, conversations & exchanging knowledge



Tools:

Customer journey or SWOT



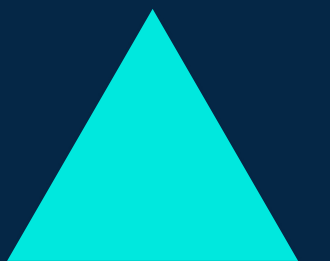
People involved:

Sales director and/or business consultant



Further research:

Market trends, competitors and users of the customer



Commitment

2

Competence



2. Competence

Show your competence!

Competence is defined as creating trust in the quality you can deliver and the added value of engaging with SBP.

The expertise of the experts working at SBP and the experience of SBP in a particular topic, domain, or task creates trust in the competence.

Competence is thus influenced by the level of expertise of the people involved and the competence of the whole company.

A high level of competence can be built upon earlier experiences of delivering quality, established by personal connections that communicate their experiences to colleagues or when the customer is familiar with successful projects for competitors.



Action:

Talk about experiences and expertise



People involved:

Sales director, business consultant & Experts



Be aware:

Be open and transparent



Trust



Interaction

3
ed
ct
s

Com
2

Interaction

Concept sprint >>>

Broaden the contact with the customer

With established trust in each other as well as in the competence of SBP, it is time to involve more people in the relationship. The interaction will extend from you and the initial contact person to connecting more people with each other.

Interacting with the customer asks for effort and involvement from your side as well as from the customer. With good communication between you and the initial contact person, you can make sure the right people will be involved in the engagement. A concept sprint is a good way to extend the established trust in competence through extensive person-to-person contact and joined working with the customer. And is a basis to extend the network and establish personal bonds between internal and external stakeholders.

Through this intensive interaction and involving the right people in the process a step towards understanding the needs and wishes of the customer can be made. To create shared goals for the relationship.



Action:

Extend the interaction, more person to person contact



Be aware:

To match the right people
Know who the decision maker is



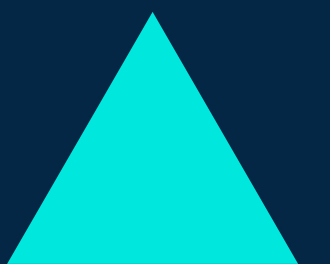
People involved:

Sales director and business consultant & experts



Side note:

To be physically present at the office and working together is of great value



Commitment



3. Shared project objectives

Define project goals

Having shared project objectives, and understanding the project-specific goals, needs, and wishes of the customer is important. Because your solution must fit within the IT domain and requirements of the customer.

When the customer is fully understood, you will be able to deliver a solution that solves their problems, which is essential for the satisfaction of the customer.

The personal bond creates the trust for Transparency of the customer to talk freely about their goals or issues. This creates interactions where mutual benefits and goals are identified, wishes of the customer can be aligned with the offerings of SBP to come to a (long-term) agreement and sign a contract to be able to meet the objectives of both parties.



Action:

Understand goals of the customer and align with your services



People involved:

Customer team, Sales director, COM, consultant



Be aware:

To match the your way of working with the way the customer is used to work



Satisfaction

"We had also weekly check-ups on the project."

"We learned so many other things and the client also. These phases and these motions and emotions you go through probably in every project."



Delivering quality

4

Relationship

3
Share
project
objectives

Delivering Quality

Design workshops >>>

Deliver quality

When an agreement between the customer and SBP has been made, and a contract is signed, the satisfaction of the customer needs to be nurtured.

Delivering quality is essential for a loyal relationship.

The quality that is delivered, is impacted by the efficiency of your service and the quality of the service. And influences the satisfaction of the customer, together with the quality of the result and the importance of the job you succeeded. An engagement with low importance will have less impact on the satisfaction of the customer than a high-impact engagement.

To be able to fulfill the promises you have made and create a stable, long-term relationship.

The satisfaction of the customer can be nurtured through a satisfaction survey. By regularly conducting this survey, insights into the satisfaction of the customer on the service and the product can steer the focus to establish or maintain 100% satisfaction. Sharing the results of this survey with the decision maker creates proof of satisfaction of his/her employees of working with SBP as well as openness and transparency in the relationship.



Action:

Have open conversations



People involved:

Customer team, Sales director, COM, consultant



Be aware:

Projects with a higher importance have a greater influence on the relationship



Tools:

Satisfaction survey



Satisfaction

4

**Stable
relationship**

**Transparency
Cultural fit**

Deliverables

4. Stable relationship

Nurture the relationship

The final step towards loyal relationships is to nurture the mutual exchange and fulfilling of promises made during the engagement to result in stability and longevity of the relationship. For the longevity of the relationship commitment to nurture the established trust and satisfaction of a relationship is key. This last step of a loyal relationship shows the loop of nurturing the loyal relationship by continuously working on the personal bond, maintaining trust in competence, finding shared goals, and fulfilling the promises that are made.

When a loyal relationship is established, creating a shared future vision can form the bridge towards a business outcome-driven partnership.



Action:

Work together & be at the office of the customer!



People involved:

Everyone involved



Be aware:

Of the values you have created and their impact



Commitment

Strategic vision
workshop



Shared
future
vision

Shared Future Vision

Strategic vision workshop >>

Create a shared future vision!

A loyal customer relationship brings the opportunity to become more involved in the business and business innovations of the customer and become a partner whose advice is appreciated and have the possibility to move forward together and create a shared future vision

A shared future vision creates the bridge between a loyal relationship and a business outcome-driven partnership. Trust, commitment, and satisfaction are established, creating a loyal relationship with the customer and opening to talk about the future. Maintaining loyalty, also in the process of creating a shared future vision is crucial.

By being transparent about your strengths and weaknesses, creating trust in the competence of SBP, forming a personal bond with the customer, showing commitment to create, define, and establish shared goals, maintaining high satisfaction of the customer and fulfilling their promises, creating a shared future vision guides a fruitful relationship towards a business outcome driven partnership.



Action:

Be open & transparent



People involved:

Everyone involved



Be aware:

Have a loyal relationship with the customer!



Loyalty

Shared future vision

**Business
outcome
driven**

**Towards a
business outcome driven
partnership**

"We try to get to the customers' side where we can talk about ideas and possible projects"

"You can only talk about business outcome-driven, when this evaluates from an existing relationship where you get the headspace to think about tomorrow"

"Creating space to not only talk about the things we do right but also talk about ambitions"



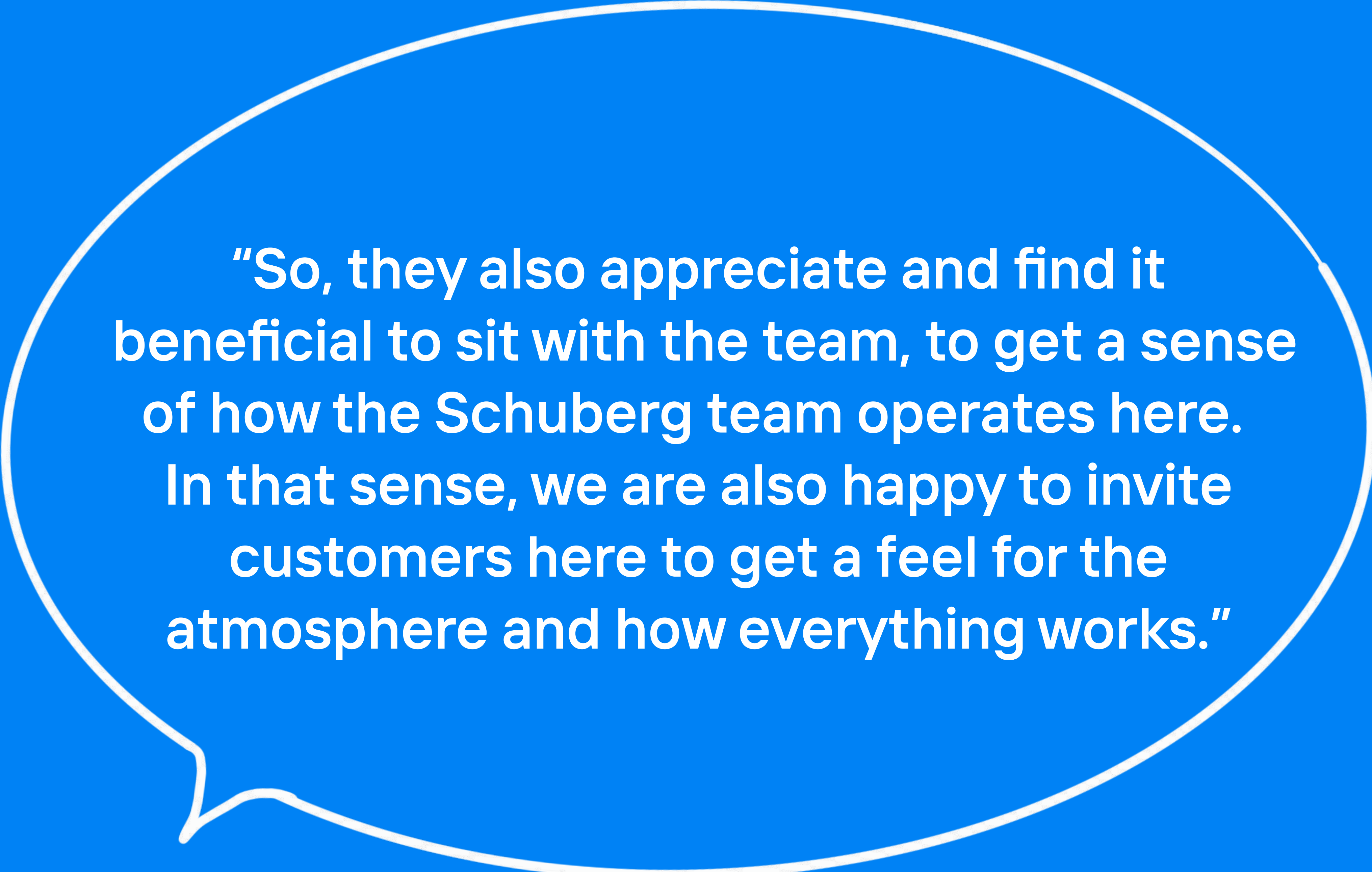
A shared definition

Developing solutions that arise from business needs, prioritize strategic goals, drive business progress and sustain competitive advantage.

The outcome is characterized by having business objectives at its core while leveraging IT as an enabler.

Success in this area requires a cooperative effort between business and IT stakeholders, working together to uncover future possibilities and challenges.

Outlook



"So, they also appreciate and find it beneficial to sit with the team, to get a sense of how the Schuberg team operates here. In that sense, we are also happy to invite customers here to get a feel for the atmosphere and how everything works."

A overview

workshops

Workshops are there to give the relationship a push in the right direction.

Inspiration days, concept sprint, design workshops, and strategic vision workshops all have their own specific values and are accelerating the establishment of a loyal relationship with your customer.

But these workshops also share a lot of values.

Workshops enable you to **find cultural similarities, show competence, stimulate creativity, create a personal bond, work together, communicate, understand the goals of the customer, and understand the shared project objectives**

This chapter gives insights into four possible workshops by sharing the thoughts and feelings of customers and colleagues

"Be well-prepared, and it's not about specific things per se. If you do these basic things well: listen carefully, remain neutral, yet be an expert partner who demonstrates that you've done this before and understand

In those workshops, you want openness, and you want to ensure that no one holds back or thinks, "I better not say this because there's another party or stakeholder present. And to create that safety, you need to understand each other's ideas.

"the more you communicate before a workshop, the better you can manage expectations"

"Along the way, you can also implicitly show your personal characteristics, right? Because you're committed, you show energy, you engage people—how are you going to do that? So that's also implicit."

Inspiration day



During the workshop, together with him, we asked, "Okay, what are the top five issues?" and then tried to create concrete proposals for them.

From that top five, two were specifically identified to start with as proofs of concept.

That's how it works; you get a sort of assignments, a few projects to work on.

"mainly focus on inspiring and sharing knowledge about what we see and what we do."

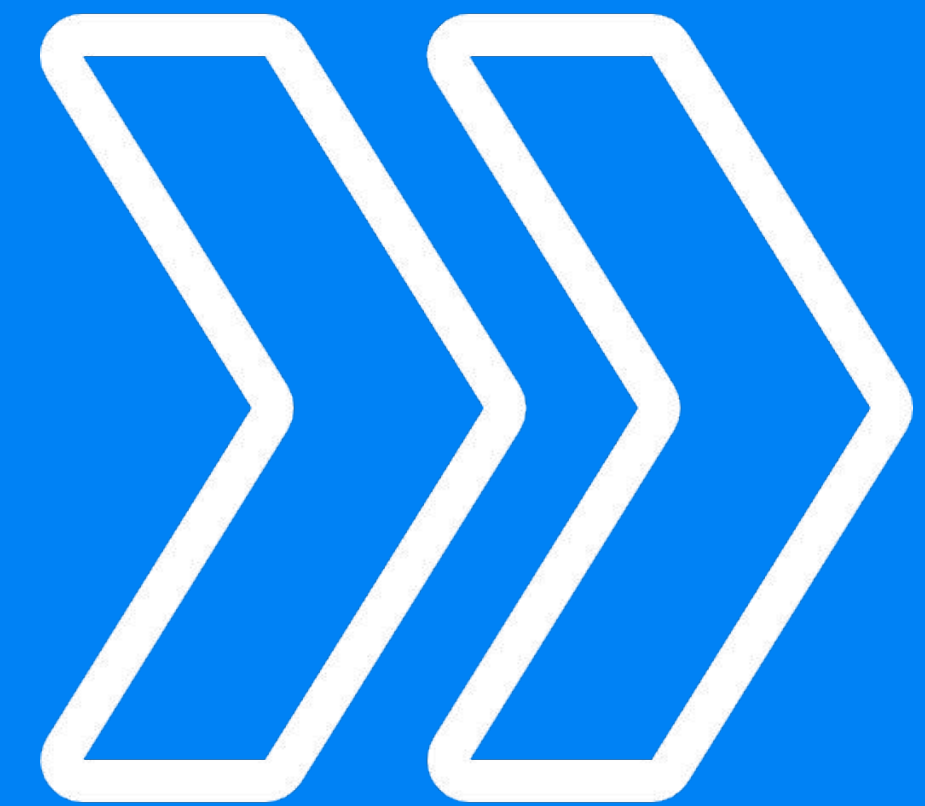
"It reflects our vision on a particular subject, and if we think, hey, that's interesting or if there are specific issues or a need for more insight We conducted an inspiration session. Many people were allowed to participate, and from that, we rebuilt a relationship with the base supply chain. This triggered interest on that entire side, so it was important for us. And, of course, the initial conversations with the CIO about, "You have chosen this strategy?" or support, then that could potentially lead to further follow-up."

"So, they also appreciate and find it beneficial to sit with the team, to get a sense of how the Schuberg team operates here. In that sense, we are also happy to invite clients here to get a feel for the atmosphere and how everything works."

Such a workshop is quite intensive, but very good. Without it, you just end up going in circles. And just like I said to my own people this morning—or no, last week—we first had one with our contact person to come to an agreement on how we'll develop a short- and long-term plan, so to speak.

In the next workshop, we focused on what keeps them up at night. We used design thinking, and came up with a full list of topics—maybe around twenty different issues like, "This isn't going well, that's not going smoothly," etc., such as, "We need to deliver this legally, but can't do it right now." Then, you start prioritizing those issues.

Concept sprint

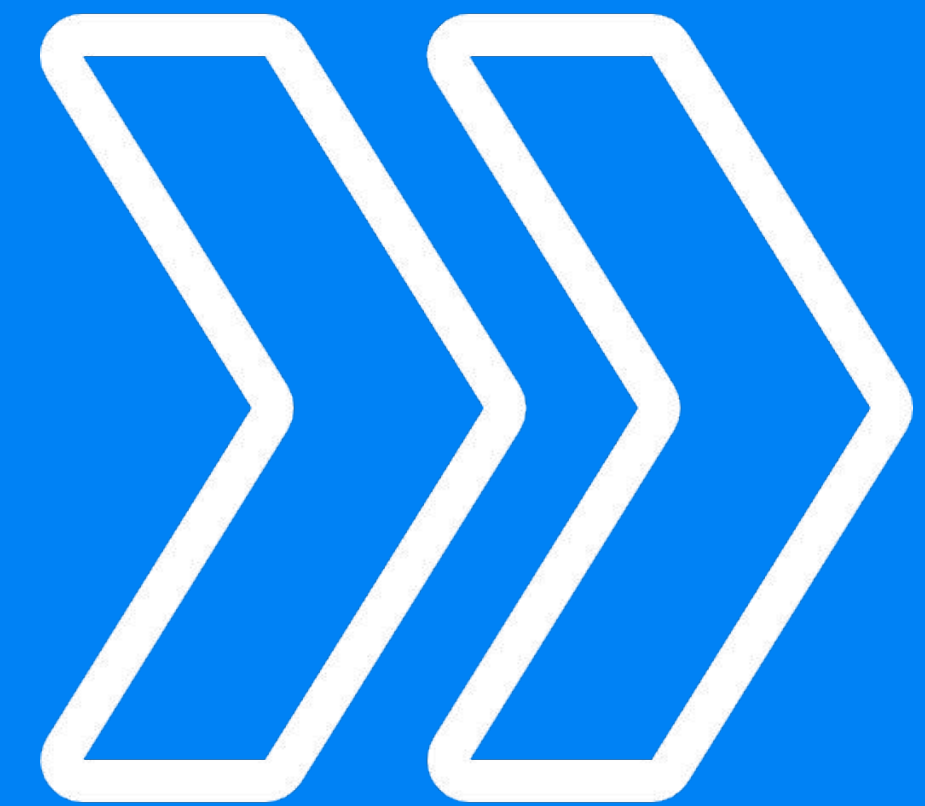


Ultimately, you explain the real context to the business regarding what possible solutions will be to solve your problems and what needs to be done by the people involved.

"Because what often goes wrong in these organizations is that the different departments act as different silos, and it takes a lot of effort to put everyone on the same line."

"Concept sprint is a beautiful way to get every stakeholder from the different silos around the table and result into a solution."

Design workshops

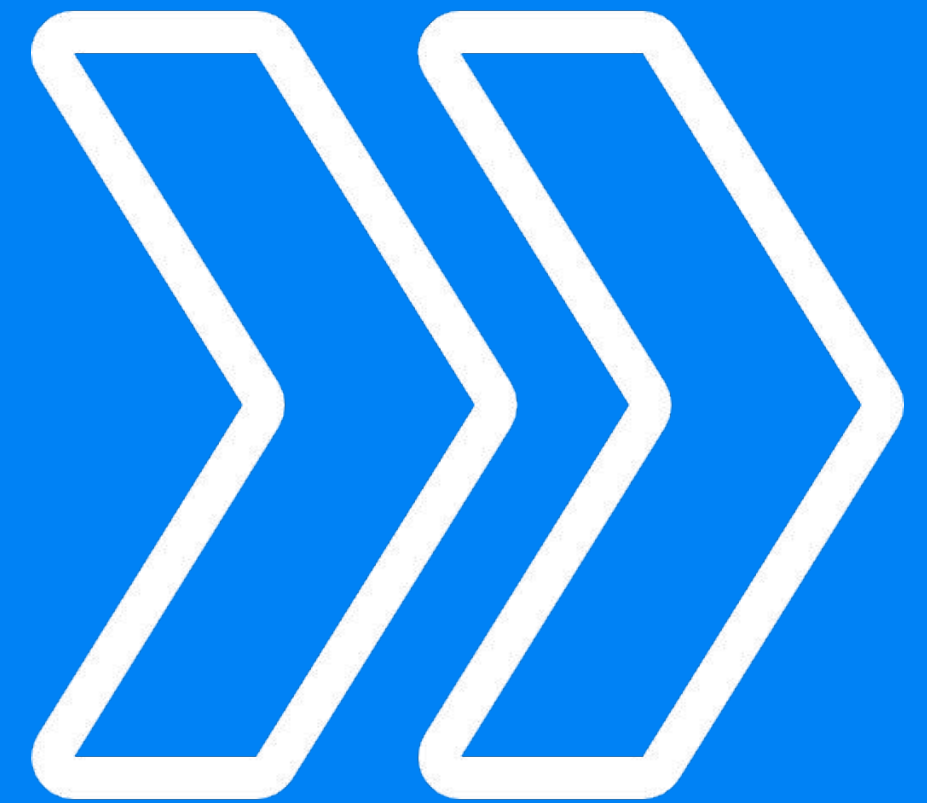


"Design workshops are essentially about gathering requirements and understanding what you're looking for, what you want, and why you want to do that. That's important, right? Why are you seeking this? And based on that, building an appropriate solution. So, it's much more of a technical nature, and the entire workshop is very much within a technical framework. It's not just about talking technical details with all sorts of whiteboards, diagrams, etc."

So, it's not just a technical workshop; there are also many personal elements involved. But the primary goal in the design workshop for use cases is to ensure that we have the technical requirements and translations well-understood."

Workshops to start the conversation about the use case. With experts we went more and more into depth and specific knowledge. It delivered good results.

Strategic vision workshop



"A vision workshop could deliver added value to strengthen the relationship between the customer and SBP, because you make that commitment for the future together"

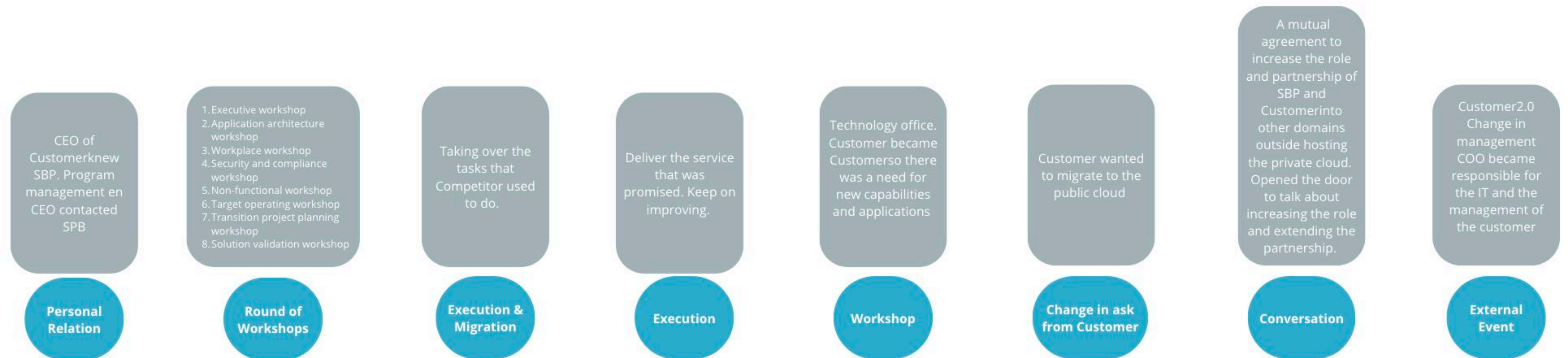
Coincidentally, we had a session with the client this morning, and we agreed to create a 2025 roadmap for the data platform, so to speak. Yes, with both operational goals, such as "Okay, these features and functions we are going to deliver," and also strategic goals.

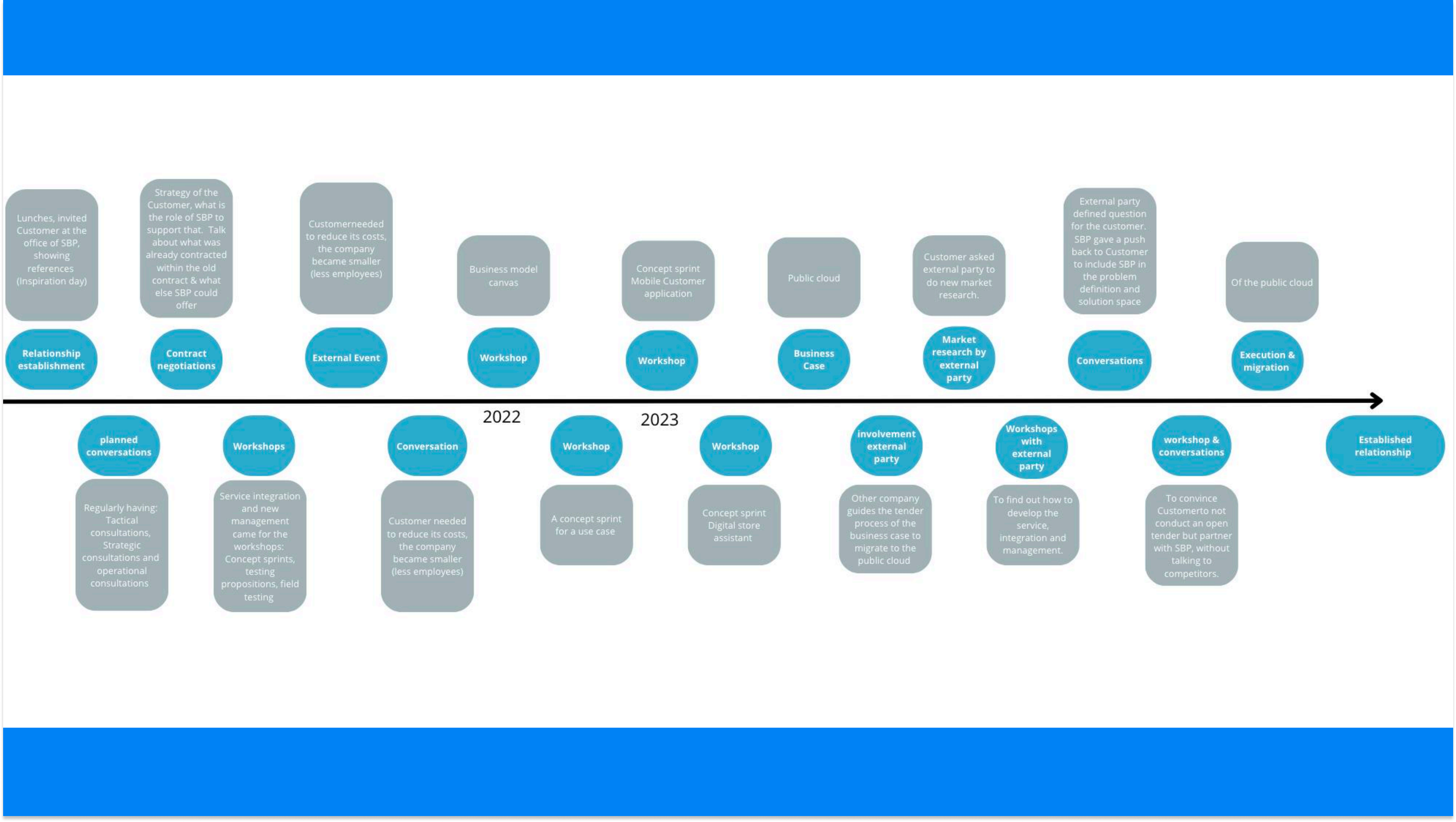
In what context does the organization find itself, and how can you develop that for the future, given the fact that you want to become something? But what that actually is, we will figure out together.

We also try to educate and coach them in this regard, if I may say so, to encourage more of this thinking. It's also part of our role to continually challenge them and promote long-term thinking. We remind them, "Hey, you don't have to focus only on the short term. Let's also consider the vision for the future and what would make 2025 a success for you?"

A Customer

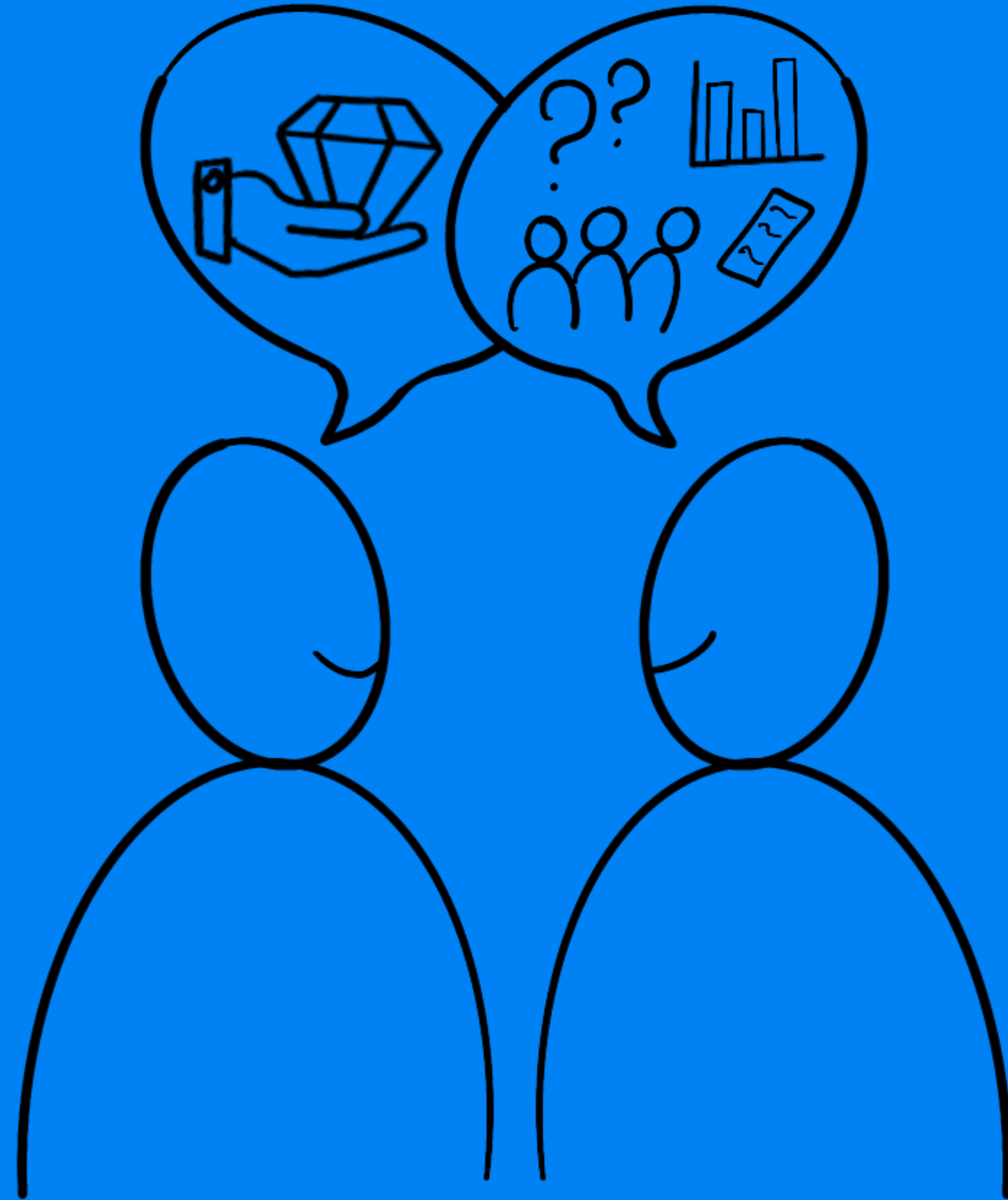
example





Deep dive into

values



Influencing other values

The values influencing the relationship between you and the customer are often a combination of smaller, less impactful values.

In this chapter, we are going to dive deeper into these “smaller values”.

We will look at the combination of these values and their impact on the establishment of other values.

When you better understand the influence of “smaller values”, you can focus on combining these values to build a loyal relationship with your customer.

Trust

- **A cultural fit between Schuberg Philis and the customer**

A culture fit is influenced by the perception that the customer has of SBP before or during the relationship, a cultural fit between the company culture of SBP and the culture of the customer means having shared norms and company values. A cultural fit is expressed by a matching attitude towards each other.

Values that influence a cultural fit:

Perception of each other, Attitude & Cultural fit

- **Creating trust in Schuberg Philis competence**

Competence is focused on the trust of stakeholders that Schuberg Philis can help them solve their problems and reach their goals. Trust in competence is not based upon the fulfillment, but on the values that influence the expectations of the delivered quality.

Values that influence competence:

Expertise, Competence & Experience

- **Creating a Personal bond**

The creation of a personal bond between you and the customer is one of the most important values in a relationship. The creation of a personal bond is influenced by the personality of both you and the customer, the connection you feel and the one on one interactions you have.

Values that influence a Personal bond:

Emotional connection Interpersonal trust, Interpersonal interactions & Personal chemistry

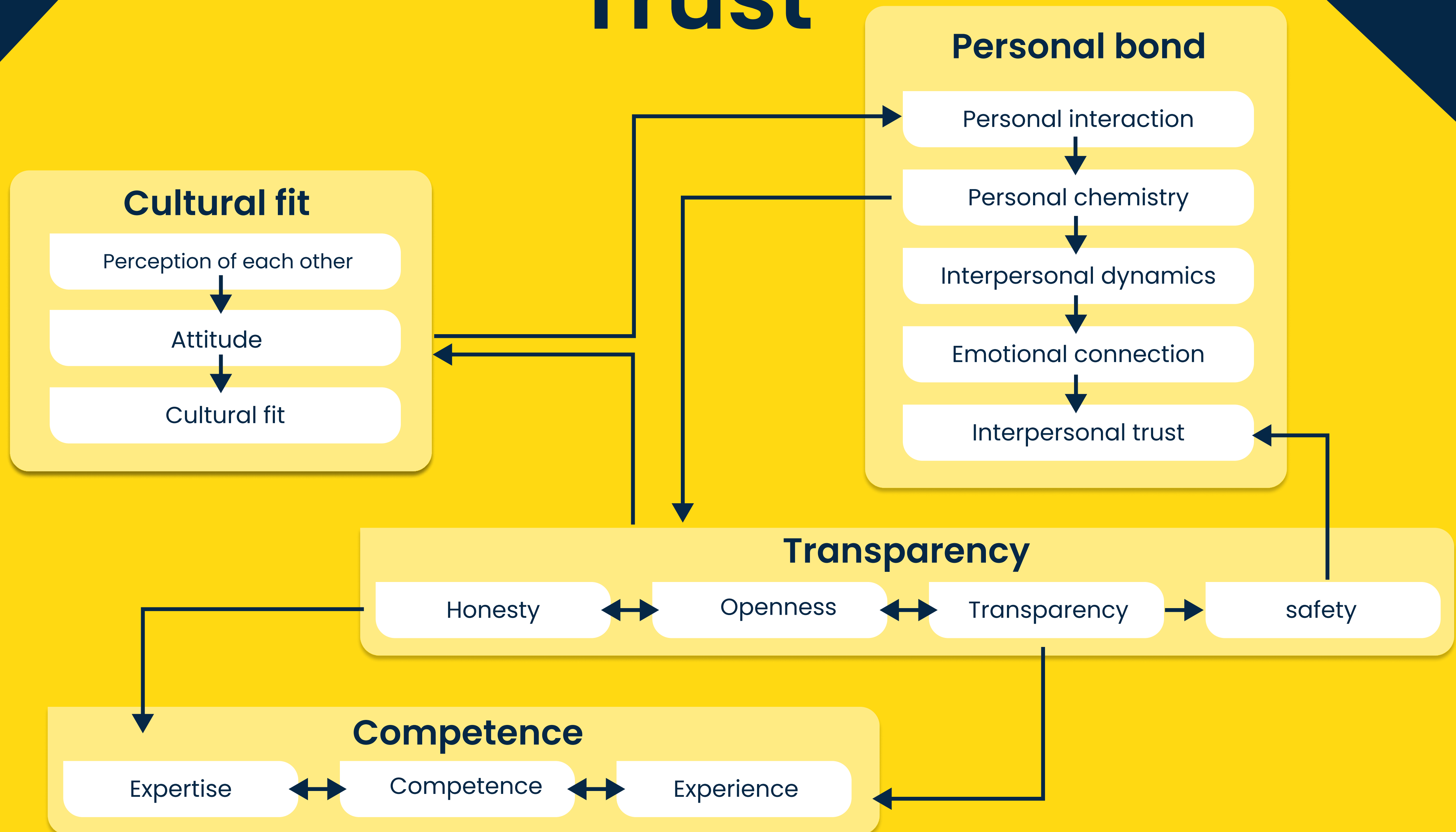
- **Transparency in the relationship**

Being open, honest and transparant creates a feeling of safety in the relationship. It is important that you can have trust in the honesty of your customer as well as that the customer trusts you to be honest, open and transparant.

Values that influence transparency:

Openness, Safety, Honesty & Transparency

Trust



Commitment

- **Customer orientation**

Customer orientation is all about getting to know as much as possible about the customer. Understand their market, the trend, their customers and competitors to uncover expressed and unexpressed needs and align your services with their needs.

Values that influence competence:

Customer orientation, uncover expressed and unexpressed needs and align with customer goals & knowledge exchange

- **Interaction between you and the customer**

Interactions express your and your colleagues commitment towards the customer. By putting time and energy into the interaction with the stakeholder, by being involved, communicating, interacting, having extensive person to person contact, having frequently contact, joined working and putting effort into the relationship.

Values that influence Interaction:

Communication, Interaction, Involvement, Extensive person to person contact, Frequency of contact & Joined working

- **Creating and maintaining stability in the relationship**

Creating and maintaining stability asks for commitment. You and the customer both need to put time and energy into making and fulfilling your promises to each other. By showing your commitment the duration of the relationship will be positively influenced.

Values that influence stability:

Stability, Longevity & Mutual exchange and fulfilling promises

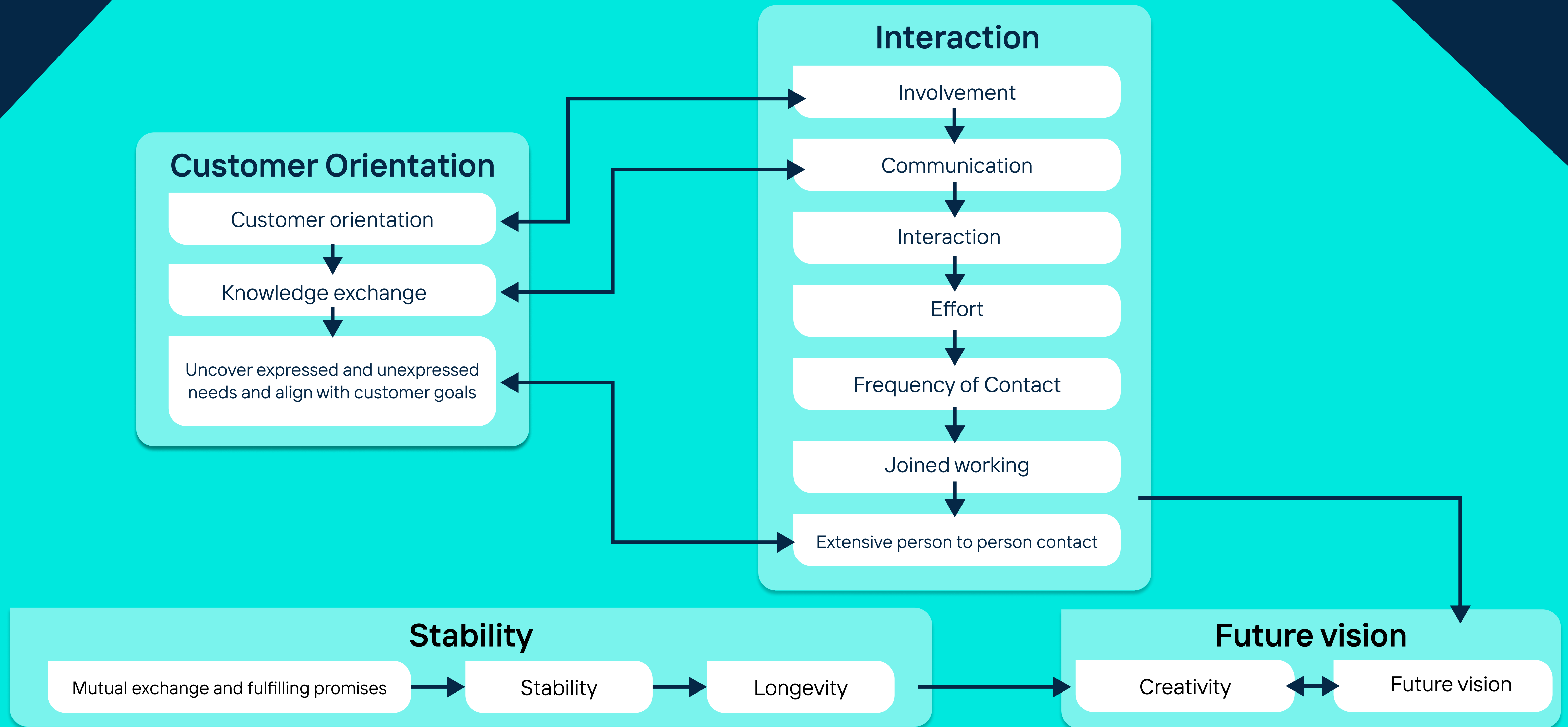
- **Creating a future vision**

It is important to mention the difference between a shared future vision and a (non shared) future vision. Creating a future vision for the relationship means you think about the future and the possibilities the relationship with the customer has. This future vision does not involve the goals and future vision of the customer, but it is still important to be actively working on the creation of a future vision to reach your goals.

Values that influence a future vision:

Future vision & creativity

Commitment



Satisfaction

- **Customer goals**

Understanding the goals of your customer influences their satisfaction. When aiming for a high satisfaction it is not only important to deliver your high quality service but also understand the needs and goals of the customer. To actually solve their problems and fulfill their goals. This is a ongoing process, as the needs and goals of the customer can change during the relationship.

Values that influence competence:

Understanding and adapt to customer needs and goals & offerings that align with customer goals

- **Shared project objectives**

Understanding the project specific goals and wishes is important for the satisfaction of the customer. Your solution must fit within the IT domain and requirements of the customer.

Values that influence Interaction:

Mutual benefits, Mutual goals & Meeting objectives of all parties

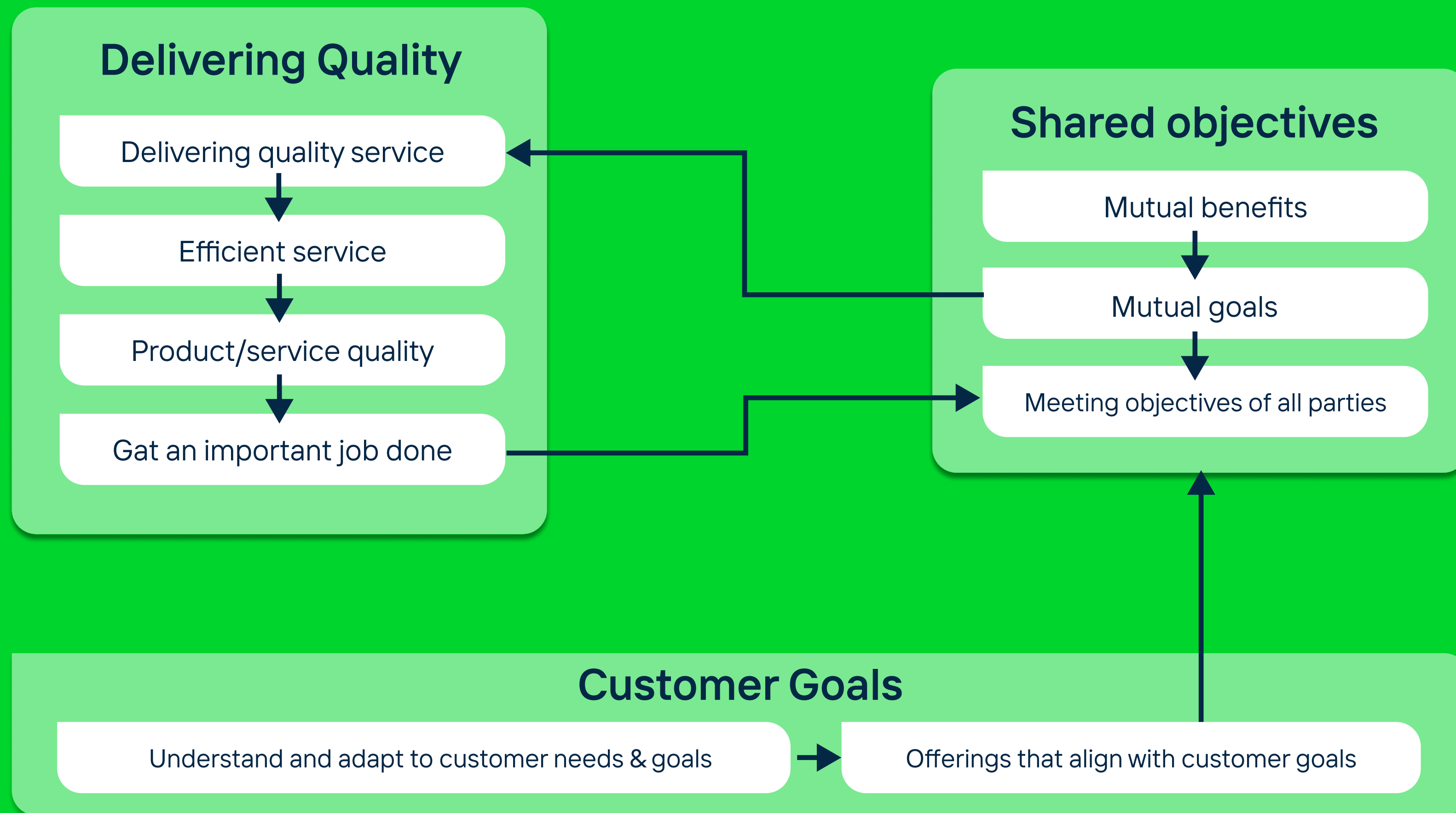
- **Delivering quality**

The satisfaction of the customer is influenced by the quality that is delivered. You and your team are responsible for the quality you deliver. This is not only the quality of application but also the efficiency and the service that you deliver during the relationship. It is worth to mention that when the customer perceives a project as important, the customer feels more satisfied.

Values that influence stability:

Delivering quality service, Quality of the product, Efficiency of the service & Getting an important job done

Satisfaction



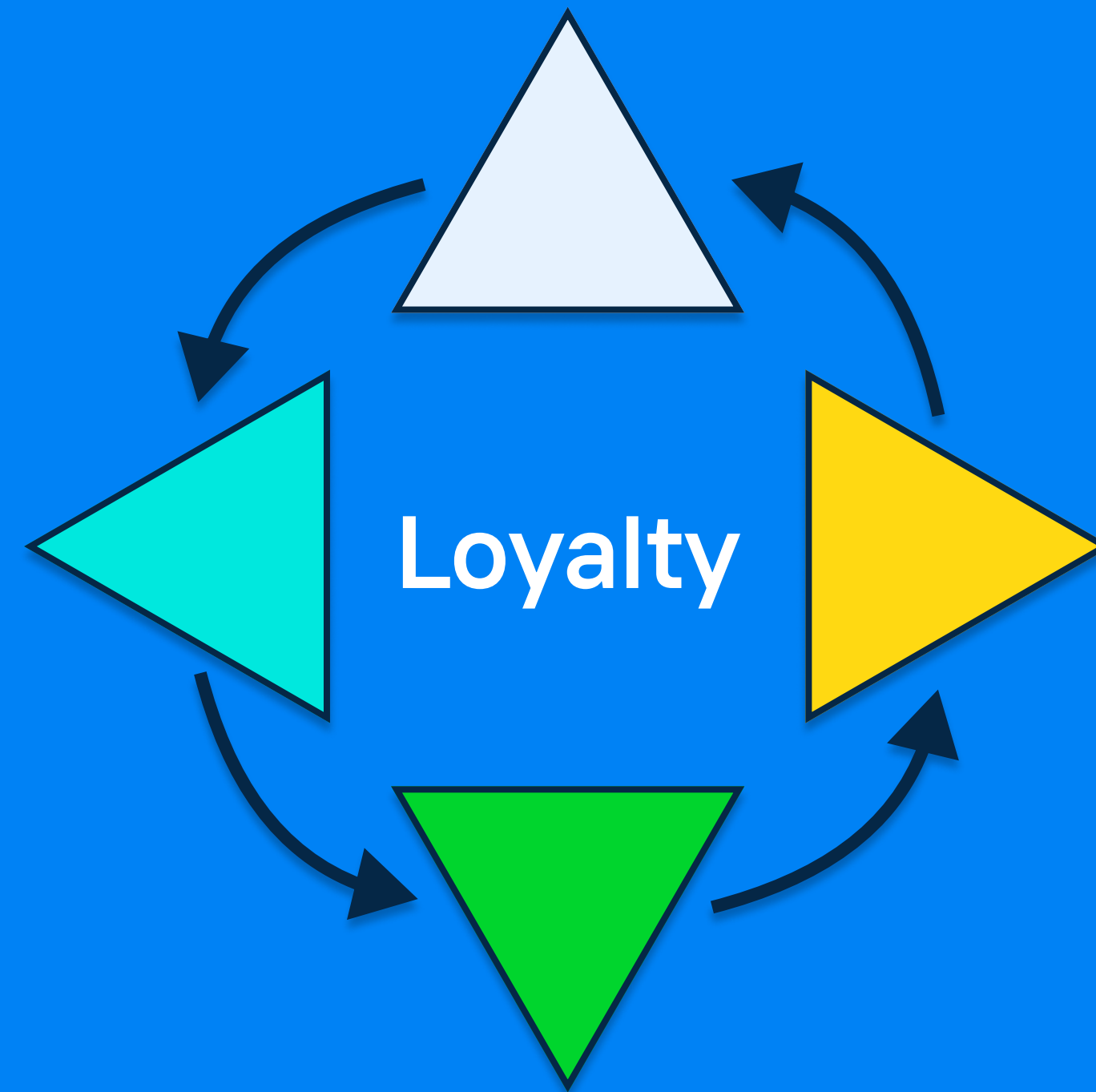
Events and interactions

| Event | Action | Goal | Requirements/ Adaptations | Values |
|--------------------------------------|--|---|---|--|
| Workshop (inspiration day) | Preparation | to be on the same level about the goal of the workshop and have the same expectations | <ul style="list-style-type: none"> Customer orientation Understand goals and expectations of the customer Quickly adapt and adjust the plan to the customers desire | <ul style="list-style-type: none"> Understand and adapt to customer needs and goals Offerings that align with customers goals Actors' perception of each other Future vision Creativity Customer orientation Knowledge exchange |
| Inspiration day | During the workshop | Find new use cases, inspire the customer to work together with SBP. Show other use cases that might be interesting for the customer | <ul style="list-style-type: none"> Understand the customers goals and needs Customer orientation Joined working Openness & transparency Interaction | <ul style="list-style-type: none"> Joined working Personal Bond Competence Cultural fit Transparency |
| Design workshops | Design workshops, to get technical insights and understanding. | Understand customers project requirements and set goals for the project | <ul style="list-style-type: none"> Solved current/ acute problems Understand and adapt to customers' needs and goals Mutual goals Meeting objectives of all parties | <ul style="list-style-type: none"> Shared future vision Cultural fit Uncover expressed and unexpressed needs and align with customer goals Transparency Personal bond competence |
| Network event | Attend an network event | Connect with customers. Put effort in contact and interact in a informal way | <ul style="list-style-type: none"> Shared goal of joining the event | <ul style="list-style-type: none"> Connection Effort Personal bond |
| Reports | Show updates/ developments | Send annual/monthly reports to show objective are met and delivering quality | | <ul style="list-style-type: none"> Transparency Competence Delivering quality |
| Work at office customer | Be physically present, connect and interact with the customer | Being more visible, increase the network and personal bond with the customer. Easier to arrange meetings. Having friendly conversations during work | <ul style="list-style-type: none"> Be physically present Interact with customer in a professional and unprofessional way Attitude | <ul style="list-style-type: none"> Joined working Interaction Personal bond Transparency Cultural fit Partnership |
| Stakeholder change | Change of stakeholder | Reestablish the relationship as fast as possible | <ul style="list-style-type: none"> Network plan (how to grow personal relationships and awareness within the organization of the customer) Time from the new stakeholder Understanding of mutual goals Customer orientation Delivering quality Fulfilling promises Know the perception the new stakeholder might have/has of SBP | <ul style="list-style-type: none"> Reach out to new stakeholder To re-establish relationship as quickly as possible Understand perceptions of new stakeholder about SBP, positive, negative or does not know SBP Actors' perception of each other Personal bond Interpersonal trust Knowledge exchange interaction |
| Stakeholder change | Reach out to new stakeholder | To re-establish relationship as quickly as possible | <ul style="list-style-type: none"> Understand perceptions of new stakeholder about SBP, positive, negative or does not know SBP | <ul style="list-style-type: none"> Actors' perception of each other Personal bond Interpersonal trust Knowledge exchange interaction |

| Event | Action | Goal | Requirements/ Adaptations | Values |
|-------------------|--|--|--|--|
| IT driven project | Execution, deliver quality | To expand the relationship into more projects (in the business domain) | <ul style="list-style-type: none"> Understand and adapt to customers' needs and goals Meeting objectives of all parties Delivering quality Customer orientation Joined working Competence Transparency | <ul style="list-style-type: none"> Delivering quality service Product/ service quality Objectives are met Competence Experience Customer orientation Cultural fit Joined working |
| Brand image | How is SBP positioned? Show business examples, explain SBP does more than solely IT | To also make customers understand it is not just about IT | <ul style="list-style-type: none"> Customer must be open to change its perception of SBP Customer must see value into expanding the role of SBP/ doing more with SBP | <ul style="list-style-type: none"> Actors' perception of each other Future vision |
| Desk research | Research and find as much information about the customer and their customers and sector. | Gain insights on the customers' mission, vision, purpose, norm and values of the customer. Search for pains, gains and opportunities | <ul style="list-style-type: none"> Customer orientation Market understanding Trend research | <ul style="list-style-type: none"> Understand the customer's market Understand the customer's culture Understand customers pains and gains Uncover expressed and unexpressed needs and align with customers goals |
| External event | Change of organization structure | Reestablish/ keep position of SBP in the organization of the customer | <ul style="list-style-type: none"> Understand organizational changes at customer Customer orientation Change in goals and needs Time from the new stakeholder Understanding of mutual goals Customer orientation Delivering quality Fulfilling promises Know the perception the new stakeholder might have/has of SBP | <ul style="list-style-type: none"> Exchange knowledge Competence Personal bond Actor's perception of each other Interaction Transparency Attitude |
| External event | Budget limitations | Reestablish/ keep position of SBP in the organization of the customer | <ul style="list-style-type: none"> Understand changes at the customer Offerings that align with customers' needs and goals | <ul style="list-style-type: none"> Personal bond Transparency Meeting objectives of all parties |
| External event | Contract negotiations | Find shared future vision | <ul style="list-style-type: none"> Stability for SBP and flexibility for customer | <ul style="list-style-type: none"> Understand and align with customer's needs and goals Transparency Mutual exchange and fulfilling promises |

| Event | Action | Goal | Requirements/ Adaptations | Values |
|---|---|--|---|--|
| Tender process | Find a fit in offerings and question of the customer | Participate in a new engagement with (new) customer | <ul style="list-style-type: none"> Customer orientation Also affected by point system or non-relationship requirements like number of certificates | <ul style="list-style-type: none"> Cultural fit Customer orientation Personal bond Competence Interaction |
| Invite at SBP (lunch, tour etc.) | Show the office and connect with the customer in an informal way | Establish a more nonprofessional relationship with an open and friendly conversation | <ul style="list-style-type: none"> Understand customers interests Interaction with the customer | <ul style="list-style-type: none"> Cultural fit Personal bond Way of working Openness |
| Business model canvas workshop | Future vision | Create a future vision together with the customer. Have shared objectives and work together towards the future | <ul style="list-style-type: none"> Understand and align with customer's needs and goals Shared objectives Fulfilling promises Delivering quality Customer orientation Cultural fit Transparency Meeting objectives of all parties | <ul style="list-style-type: none"> Future vision Shared objectives Competence Personal bond Transparency Fulfilling promises Partnership |
| Workshops Concept sprints | Work together on creating a concept for a possible gain or a pain of the customer | Show competence through working together on delivering a solution for a problem or customer goal | <ul style="list-style-type: none"> Understand the customers goals and needs Customer orientation Joined working Openness & transparency Interaction | <ul style="list-style-type: none"> Future vision Competence Joined working Understand and adapt to customer needs and goals Offerings that align with customers goals Actors' perception of each other Customer orientation Knowledge exchange |
| Projects for different departments | Expand network at the customer | Use personal connections to get introduced to new stakeholder. Show use cases that might be interesting to new stakeholder. Show competence of SBP | <ul style="list-style-type: none"> Make sure you understand customers pains and gains Offerings that align with customers' needs and goals Customer orientation | <ul style="list-style-type: none"> Personal bond Competence Interaction Exchange knowledge Customer orientation |
| Presenting internal for customer | Get asked to present at an internal event at the customer, maybe propose to do these type of things | Be more visible at the customer, brand awareness. | <ul style="list-style-type: none"> When asked to show/ speak for internal events at customer | <ul style="list-style-type: none"> Cultural fit Competence Customer goals Fulfilling promises Interaction |
| Opportunity | To cress-selling | Stay aware of customer goals and keep a creative future vision to be able to propose new ideas at the right time to the right person | <ul style="list-style-type: none"> Understand the customers goals Cultural fit (innovation level of customer) Customer orientation Customer goals | <ul style="list-style-type: none"> Competence Personal bond Transparency Customer orientation |

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Value
Playbook.