



THE
EXPECTATIONS
PEOPLE

“

We are Relationship Management experts who provide clients with honest and actionable performance assessments and improvement programmes based on **Expectations Theory**.



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CREATING POSITIVE RELATIONSHIPS THAT YIELD POSITIVE RESULTS

We believe that relationships can make or break your company. Getting it right will accelerate and increase the success of your business. This is especially true of pivotal business relationships with customers, suppliers, and employees.

We are relationship management experts who specialise in providing our clients with honest and actionable performance assessments and improvement programs grounded in expectations theory. Understanding expectations is the key to unlocking superior relationships and business results.

High-performance relationships do not happen by accident. They start with asking the right questions, gathering robust data and insight, and following up with an authentic commitment to collaboration and improvement. High performance relationships drive loyalty, improve retention, and increase profits.

These kinds of relationships are forged by those with honest, truth seeking attitudes and accompanied by a measure of fortitude and trust.

Consequently, we are not in the business of telling you what you want to hear. Instead, we help you uncover the hidden expectations that your customers, staff and suppliers have of you. We go beneath the surface with innovative strategies designed to bridge the gap between expectation and perceived performance.

With our combined 100+ years of consulting and leadership experience, we work in partnership with you to focus only on what is relevant, practical, and impactful to your business.

We are **Truth-Seekers and Action-Builders**, even if the truth may be hard to stomach, and action may seem beyond your team's readiness levels. We work with your team to make it happen.





BEFORE YOU CAN EXCEED EXPECTATIONS, FIRST YOU MUST UNDERSTAND THEM

ARE YOU DROWNING IN BIG DATA?

You're not alone. Many executives are starved of the vital insights needed to improve their business relationships despite the sheer wealth of data available to them. As a result, energy is wasted trying to piece together disparate data points in search of an elusive silver bullet. Organisations tend to sidestep the most fundamental starting point of key customer and business relationships - knowing and understanding expectations. After all, how can you begin to meet or even exceed expectations without precise knowledge of what they are?

INTRODUCING EXPECTATIONS THEORY

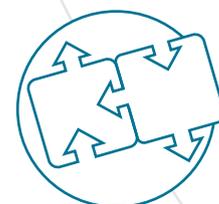
This oversight may be because gathering expectations is not as simple as it sounds. The difference between 'expectations' and 'needs' is an important distinction to make, despite the terms being so often interchangeably used. "Needs" can often be gathered easily and captured in contracts and service level agreements or extrapolated from various forums or complaints. However, even when "needs" are met, it rarely guarantees loyalty, engagement, advocacy or repeat business.

People predominantly make decisions based on the extent to which their "expectations" are met or exceeded. Yet they are rarely forthcoming with "expectations" that reflect what they would like the relationship to be like, rather than what they believe will happen. Little wonder that companies continue to wrestle with unexpected contract losses, frustrations between teams, or an unengaged workforce.

Fortunately, decades of research and testing has enabled Promising Outcomes to develop reliable processes and tools that make these illusive expectations crystal clear in their most powerful form. Our proprietary methods have helped businesses identify and create significant performance improvements since the 1980s and now form the foundation of our unique suite of services.

LEADING THE WAY TO A BETTER BUSINESS

We create the profile of an ideal vendor or employer in your industry based on information provided to us directly by your customers, suppliers, and employees. We then diagnose and measure your current performance against this ideal to pinpoint precise areas of improvement. Our expert change facilitation helps you take clear action to improve your relationships, increase performance and drastically alter results for the better.



WHAT OUR SERVICES PROVIDE

PENETRATING DIAGNOSTICS

Using expectations theory, we dig beneath the overt list of needs that are surfaced by conventional market research. For example, we unlock unspoken expectations, ideals and performance issues that can make or break both a customer's loyalty and the supplier's ability to deliver. The advantage of our proprietary expectations method is that it reveals key areas that are often not a natural focus but that ultimately make the biggest difference.

CLEAR INSIGHTS

We see countless satisfaction survey reports that are hard to understand or too vague to pinpoint critical actions that will make a difference.

We provide you with simple yet deeply insightful dashboards that identify:

- What the true expectations are and how they rank
- Where your biggest performance gaps exist
- Where the relationship is most at risk
- Where you need to improve and by how much
- Where you have opportunity to increase profit or cost efficiency

EXPECTATIONS THEORY

RELATIONSHIP IMPROVEMENT

Our expert change consultants are with you from the very beginning, guiding you through a new kind of interaction where barriers are broken down and new opportunities can be built. We use methods that openly engage both sides of the relationship in repairing issues correctly - which not only develops immediate engagement, it ultimately converts many of the uncommitted into enthusiasts.

PRIORITISED ACTIONS

Despite good intentions, even well-formed improvement plans are seldom executed really well. Most change experts know that improvement initiatives repeatedly fail due to the lack of tenacity in implementation. With our understanding of your data and a deep expertise in change facilitation, we help you develop action plans that keep you focussed on the priorities, test your blind spots and develop strategies to overcome issues that may hijack your progress.



THE TOOLS WE USE

We believe in doing what works and, fortunately, we are expert in a number of complementary fields that allow us to weave specialist methods into our core process to meet the needs of your specific situation. Here are some of the tools and methods that we employ:

Expectations research and analysis methods

A suite of methods and tools to gather, analyse, categorise and display stakeholder expectations that exist within your target relationships. The results provide precise insights on the things you need to lever or change for optimum impact.

Change facilitation methods

From business issue resolution to breakthrough thinking and team conflicts, we have been creating magic in facilitated workshops for more than 20 years. We use workshops in many of our offerings to both debrief your research data and create collaborative actions and change. The experience is challenging, deep and always enjoyable.

Leadership, coaching and team development

Our team has vast experience coaching and training leaders and teams across the globe. While we always use a coaching style throughout our work with you, we will often incorporate executive coaching, organisational or leadership/team development interventions as a specific element of your chosen offering. This is often an essential support mechanism to enable successful change implementation.

Strategy development

Where required, we use a 3-Step Process to assist organisations to develop and then implement strategy, with impressive results. Step 1 is customer and employee expectations research which drives a review of your strategy, its applicability and the roadmap and management systems needed to execute it.

The Dynamic Scorecard (DSC)

Is an improvement on the commonly known Balanced Business Scorecard. Used as part of the 3-Step Process, The DSC links strategic goals to long term targets and budgets, and aligns sales, delivery, support functions and individual goals in a way that every employee can understand.



STRATEGIC CUSTOMER RELATIONSHIPS

- INCREASE BRAND LOYALTY
- GAIN CUSTOMER INSIGHTS
- RETAIN & GROW SALES
- DETERMINE DIFFERENTIATORS

Reports show companies that undertake extensive customer research are likely to benefit from:

UP TO
120%
IMPROVED
FINANCIAL
RESULTS

UP TO
10x
INCREASED
GROWTH

UP TO
2x
GREATER
PROFITABILITY
OVERALL

Unlike generic satisfaction surveys, our unique performance measurement allows us to calculate exactly how and where you are meeting, failing or even exceeding the expectations of your customers, and how you compare to your competitors.

Still losing customers despite generally positive satisfaction survey results? Demanding customers cutting into your net profits? Not sure what really differentiates you in the eyes of your customers? It's time to step back and think about things differently. Aimed at relationships with multiple customers, **Strategic Customer Relationships (SCR)** uses our proprietary methods to gather, map and prioritise.

These sophisticated insights help you to pinpoint the action areas that will make the biggest difference to the effectiveness of your customer relationships and customer loyalty.

An interactive feedback and action workshop follows, which explores and facilitates change that has a profound impact on your bottom line.

*Customers are the lifeblood of every organisation.
We take the pulse of your customer relationships
and help you ensure their health.*

DO YOU KNOW WHAT REALLY DRIVES
YOUR CUSTOMERS' LOYALTY?



STRATEGIC SALES RELATIONSHIPS

- IMPROVE SALES SKILLS
- MAKE SMARTER HIRES
- LEARN COMPETITOR STRENGTHS & WEAKNESSES

Sales teams often depend too much on confidence and the pursuit of targets to be constantly self-evaluating. We gauge sales effectiveness and channel their efforts in the right direction.

We find that the idea that client behaviour is largely predicated on their perceived experience holds true.

With that in mind, the fundamental purpose of **Strategic Sales Relationships (SSR)** is to uncover customer expectations of the ideal sales experience in your industry and measure your sales team performance against those expectations.

We then evaluate your sales people, both individually and collectively, on their personal actions and attributes throughout the sales process.

This understanding aids sales teams in prioritising their initiatives, their approach and interactions with customers and, in turn, maximising impact and potential operating profit.

*You're often too involved in a business relationship to **keep an objective finger on its pulse.** We do it for you and help you along the way.*

50%

OF PROSPECTS
FEEL SALES
STAFF ARE
TOO PUSHY

3%

OF BUYERS
TRUST THEIR
SALES REPS

79%

OF BUYERS
DEMAND SALES
REPS THAT
ARE TRUSTED
ADVISERS AND
ADD VALUE TO
THE BUSINESS

HOW YOU PERCEIVE YOUR SALES
FORCE RARELY ALIGNS WITH
WHAT YOUR CUSTOMERS THINK
ABOUT THEM



KEY ACCOUNT RELATIONSHIPS

- BUILD CONSTRUCTIVE BUSINESS RELATIONSHIPS NOT CONSTANT BATTLES
- IDENTIFY AND FIX ISSUES BEFORE THEY BECOME DEAL BREAKERS
- INCREASE RATES OF CONTRACT RENEWAL
- BUILD TRUST AND A POSITIVE REPUTATION WITH CUSTOMERS

80%

OF PROJECTS

COST MORE THAN
THE TOTAL VALUE
THEY RETURN

40%

OF PROJECTS

ARE TERMINATED
DUE TO DELIVERY
FAILURE

70%

OF CUSTOMER

DEFLECTIONS
ARE DUE TO A
BREAKDOWN IN
THE RELATIONSHIP

*If you are concerned about a key customer or supplier relationship, worried about contract renewal, or just want to get that new contract off to the right start, then our **PROMIS®** offering is for you.*

High value projects and long-term contracts bring with them both opportunity and inherent risk. As the initial euphoria wears off, ongoing dialogue and organised collaboration is found wanting beyond contractual service agreements. **PROMIS®** is a cost-effective way to improve the performance and profitability of major accounts.

Driven by Expectations Theory, **PROMIS®** establishes exactly what the customer expects in an ideal customer experience. We then assess supplier performance against those expectations and pinpoint priority areas for improvement.

Our change facilitators help you create meaningful actions that build trust and traction, leading to enhanced loyalty and stronger relationships.

The results are straightforward: better project and client engagement, happier customers, and a substantially stronger bottom line.

*Detecting early erosion in a business relationship, identifying pain-points, enhancing setback management, and **improving communication can counter most pitfalls.***

WHEN YOU'RE DEEPLY INVOLVED IN
A KEY ACCOUNT/CONTRACT, IT CAN
BE HARD TO MAINTAIN OBJECTIVITY



STRATEGIC EMPLOYEE RELATIONSHIPS

- ENHANCE INDIVIDUAL, TEAM AND ORGANISATIONAL PERFORMANCE
- ENCOURAGE ENGAGEMENT AND LOYALTY
- GENERATE BETTER PROFITABILITY THROUGH ENHANCED PRODUCTIVITY
- FOSTER BETTER RELATIONSHIPS BETWEEN EMPLOYEES AND THEIR IMMEDIATE SUPERVISORS

We believe that healthy businesses are levered by employees that are truly committed to the organisations' success.

Strategic Employee Relationships (SER) seeks to expose and correct aspects of company culture, systems, work practices and policies that are obstacles to high performance.

Measuring the organisation's perceived performance against employee expectations is the first step toward building commitment, engagement, and loyalty.

SER helps you to uncover the ways in which your business can become the destination of choice for top talent, as well as identifying areas with scope for improving the practices of its leaders.

The process begins with asking employees to define their expectations of an ideal employer in your industry. We then develop a precise, custom survey to gauge how your company is performing against those expectations. By analysing the drivers of commitment, we help you engage staff in a way that inspires them to go the extra mile.

We find that compensation is almost never the most important trigger for engagement and commitment. We seek and find what they actually are.

87%

OF EMPLOYEES
ARE NOT FULLY
ENGAGED WITH THEIR
EMPLOYER

COMPANIES WITH HIGHLY
ENGAGED WORKFORCES
OUTPERFORM THEIR
PEERS BY

147%

IN EARNINGS PER SHARE

ENGAGED EMPLOYEES
ARE MORE THAN

4X

AS LIKELY TO
RECOMMEND THEIR
COMPANY'S PRODUCTS
AND SERVICES

EMPLOYEE COMMITMENT RESULTS IN GREATER PROFITABILITY



STRATEGIC ALIGNMENT RELATIONSHIPS

- INCREASE CLARITY
- ALIGN PRIORITIES
- ALIGN RESOURCES
 - FIX ROADBLOCKS
 - SHARE THE LOAD

A successful strategy hinges on the alignment of internal and external relationships, functional objectives, and the efforts needed to achieve them.

95%

OF EMPLOYEES
DO NOT UNDERSTAND
THEIR ORGANISATION'S
STRATEGY

67%

OF STRATEGIES
FAIL DUE TO POOR
IMPLEMENTATION

2%

OF LEADERS
ARE CONFIDENT THEY
CAN ACHIEVE THEIR
OBJECTIVES

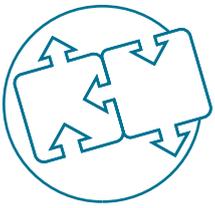
We know that alignment starts at the top, and that spoken strategies are often unknowingly interpreted differently. **Strategic Alignment Relationships (SAR)** starts with highly structured interviews with the executive team to establish the extent to which team members have a shared understanding of the current strategy.

We then survey the state of strategic alignment with precision by ascertaining management and staff alignment to the agreed strategy. We also gather perceptions of internal and external factors that may help or hinder its implementation.

The results serve as a wake-up call to senior management, a guide for communicating with staff more effectively, a means to building widespread commitment to the strategy, and as a fast track to becoming lean, mean and aligned.

*While you're fully committed to your company vision and strategy, you may be losing alignment or traction along the way. **We make sure no internal stakeholder gets left behind or kept apart from the 'strategy loop'.***

BUILDING A VISIONARY COMPANY
REQUIRES 1% VISION AND
99% ALIGNMENT



TEAM RELATIONSHIPS

- EFFICIENT PROCESSES
- FEWER WASTED RESOURCES
- IMPROVED TEAM CULTURE
- BETTER INTERNAL CUSTOMER/SUPPLIER RELATIONSHIPS

Departments that are neither aligned nor coordinated are notorious for workload frustration and inefficiencies.

The Cross Check offering aligns two or more key functions within your business that have an internal customer/supplier relationship. Sometimes their deliverables are one-way and at other times they are bi-directional.

In either case, we gather the ideal expectations of the internal customers and measure that ideal against the performance of the supplier function.

The results, after workshopping, not only include a practical plan for improvement, but also serve to align the two (or multiple) functions.

Consequently, teams begin to support each other more harmoniously and redesign processes to be more efficient, thus vastly improving management and communication effectiveness. New cross functional bonds are formed that prove fruitful for the entire organisation.

*Making sure different teams work better together is as essential as keeping moving parts lubricated.
We provide the right oil.*

86%

OF EMPLOYEES
CITE LACK OF
COMMUNICATION AND
BAD COLLABORATION
AS REASONS FOR TEAM
FAILURES

39%

OF EMPLOYEES
BELIEVE COLLABORATION
IS POOR BETWEEN
PEOPLE ACROSS THEIR
ORGANISATION

25%

OF SENIOR MANAGEMENT
CONSIDER THEIR
ORGANISATION TO
BE EFFECTIVE AT
KNOWLEDGE SHARING
ACROSS BOUNDARIES

HOW WELL DO YOUR TEAMS WORK TOGETHER ACROSS BOUNDARIES?

ABOUT US OUR HISTORY

Promising Outcomes can trace its roots to the seminal service quality research conducted under the auspices of the Marketing Science Institute in the 1980s. Building on that work, Promising Outcomes co-founder, Bill Fonvielle, began in 1987 to create a set of methods and research tools that represented a new and revolutionary model for understanding and measuring customer – vendor relationships. Most notable was his finding that irrespective of economic sector, about 70% of the time when a customer switches from one supplier to another, the most immediate cause is a defect in service quality. In other words, most brand-switching is the result of a breakdown in the relationship between the vendor and the customer.

In the mid-1990s, Fonvielle realised that the new tools he had developed could be applied to measuring the **quality of other key business relationships**. Companies could get real time actionable measures that could lead to improved relationships, **reductions in lost business and inefficiencies and better financial performance**.

As this new measurement approach began to be used in multiple business relationship scenarios, it became clear that businesses were not just using a new measurement method, but also embarking upon **a process of strategic discovery**, team and change leadership. Combining the research with change facilitation and coaching brought ground breaking insights to life creating a transformative impact that enabled **strategic, financial, and human rewards**.

In 2009 Bill Fonvielle and Rowan Jackson formed **Promising Outcomes**, gathering together the roots of expectations revealing methods and a core team of highly skilled strategic change and leadership consultants.

Today, our team of partners and associates stretches across the world. Our rigorously selected associates are experts in their field who, on average, each have more than **20 years of experience** working internationally with a range of mid-size to large corporate companies in multiple languages.

More importantly, our team has a common thread; **we care passionately**. We are coaches, servant leaders and change advocates who have a deep care for our client businesses and the individuals involved. We bear witness to the great benefits gained from business relationships that are brave enough to seek out and tackle the hard truths and in doing so **create better leaders, better organisations, better results**.



WHY TRY SOMETHING DIFFERENT?

Most companies bypass gathering customer and employee expectations in favour of generic satisfaction surveys or fads such as net promoter scores. Getting to the essence of human commercial and organisational behaviours requires a different approach - that of gathering and exploring expectations.

Knowing expectations can become the basis of killer intelligence for companies, helping them benefit from insights that are more relevant and actionable than the usual.

ARE YOU A TRUTH SEEKER?

Hearing the truth or dealing with the trade-offs required for change can often be uncomfortable. It takes courage and maturity.

We also know that sustainable engagement, loyalty or advocacy is achieved when there exists a genuine desire to understand and deal with reality, and to find win/win solutions. This requires trust, curiosity, vision, and tenacity.

Are you up for the challenge?

WHY ACT NOW?

Speed is critical in business today; the fast dominate the slow. Failure to act is itself an action, albeit a negative one, whilst doing the same as everyone else will merely keep you moving at the same pace. Understanding your stakeholders' expectations can put you on the fast track to success.

The quicker you can reduce hassle, waste, cost and time, the better. The quicker you can exceed expectations, including your own, the better.

Why wait?

For further information or to organise a meeting to discuss how Promising Outcomes could work for your business and improve your bottom line:

In Europe call on: **+44 203 318 5745**

In North America call on: **+1 978-837-2108**

Email: **enquiries@promisingoutcomes.com**



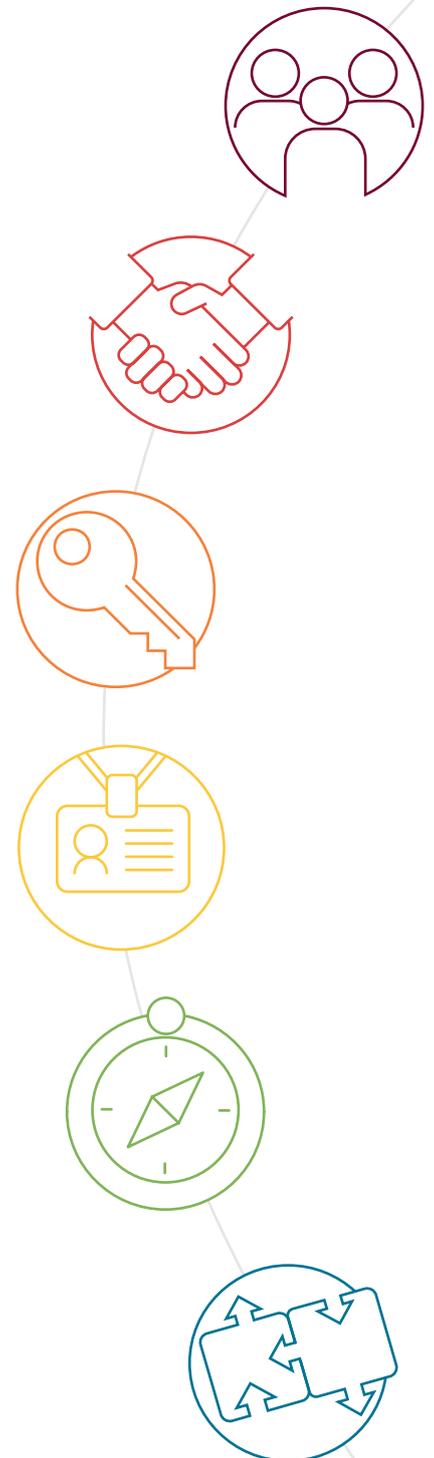
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