



Building a Successful Partnership

Bsquared helps transform the Outsourcer/Client relationship

THE CLIENT

Unipart Logistics is part of the Unipart Group of Companies and is one of Europe's leading independent logistics companies. Services range from warehousing, fulfilment and engineer support services to reverse logistics. Unipart also manages end-to-end global supply chain solutions, including sourcing, procurement, technical services and business support.



Unipart Logistics has a diverse, worldwide client base in retail, consumer products, technology, automotive, aerospace and defence providing outsourcing services to among others Jaguar Land Rover, Home Retail Group (including Argos and Homebase), Vodafone, RSPB and Shell.

THE CHALLENGE

Building a successful outsourcer/client partnership requires more than simply a contract. Both parties must focus on the result, not just the day-to-day transactions. Measurable outcomes must be clearly defined. Attention to the key performance areas that affect the relationship and effective team performance are imperative. Personal relationships and the level of communication between participants are also essential for success.

THE SOLUTION

Unipart recognised that it not only needed operational metrics to manage the discharge of its contracts, but that it also needed an effective customer management framework within which it could develop the relationship with customers. This would build mutual trust and respect, proactively reduce risk and raise the level of the relationship. The outcome for Unipart was that its customers would become advocates for their services.

"Robust measurement of customer confidence"

The business had already established a Customer Intimacy programme which provided the necessary framework. Within this it was clear that there was a requirement for a tool which, whilst flexible in application, could be used consistently across the business to interpret, understand and robustly measure the confidence a customer had in Unipart and their perception of the organisation.

The Bsquared Customer Review process (CRp®) was perfectly aligned with Unipart's thoughts in this area and proved the obvious fit to measure and provide feedback on highly focused business-to-business relationships.

Two major Unipart clients — Jaguar Land Rover and Home Retail Group — agreed to act as the pilot for the approach. The objective was to prove the concept and create a common programme which could be used by any division with any account within the Unipart businesses.

THE RESULTS

“Common approach
across clients”

The work with Jaguar Land Rover complemented an existing vendor rating system which the client had previously applied to Unipart. The implementation of the CRp provided the first real opportunity to engage with the client organisation, in a structured way, around the relationship. It immediately brought out issues which could be tackled jointly. Both parties participated in the presentation of the results and together formulated an action plan to address immediate issues. It also provided the opportunity to develop the strategy to move the relationship forward.

With Home Retail Group the CRp was applied to a new account. This helped to rapidly establish and elevate the relationship from merely that of a supplier to an active partner. By applying the methodology to a new account, Unipart were able to gain a clear understanding of the customers’ objectives right from the beginning of the partnership.

The CRp provided Unipart with an ongoing robust relationship management tool. It gave them the flexibility to stand back from day-to-day operating matters and to look into the future. It also gave Unipart the necessary insight to enable them to:

- Realign their teams along customer lines with redefined interfaces
- Continuously engage with the customer to check and balance their overall approach
- Offer further relevant services which the customer was previously unaware of
- Resolve issues easily through clear lines of communication thereby raising the level of the relationship
- Easily create account development plans

Overall, the process ensured that customer and supplier were aligned and working towards a common goal.

The Customer Review process was embraced by teams from all organisations and has fostered a collaborative approach to change. Fundamentally the CRp has supported Unipart Logistics’ relationship with its clients and growth of the business.



About Bsquared Consulting:

Bsquared has over 20 years’ international experience in providing leadership, advice and support to our clients’ Customer Relationship Management activities. We specialise in helping organisations to improve and develop their business relationships and provide the means to discover the factors which will drive and transform customer and stakeholder relationships. We achieve this using a range of industry leading and internationally proven tools to create a step change in business confidence in organisations.