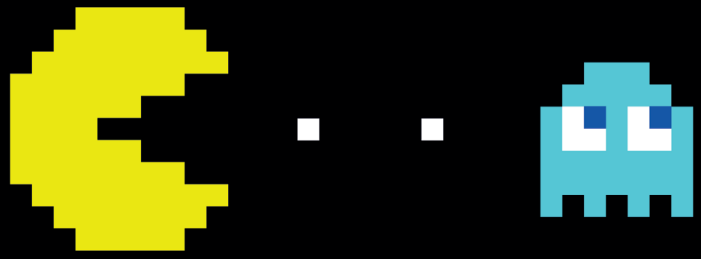

HAPPY EMPLOYEES=
HAPPY CUSTOMERS
GIFT INCLUDED
Employee Feedback Software
relationwise.com/FREE
CULTURE BOOK
RELATIONWISE — OUR MANUAL

“CULTURE EATS STRATEGY FOR BREAKFAST

Peter Drucker



A Note from the Relationwise Team

Dear team member,

Ever since Relationwise was founded, we've always tried to create a culture that aims higher while having fun at the same time.

It all started in 2001 when we won a national entrepreneurial prize for Best Business Plan and Concept. Being the youngest on the team was not – as we thought – a disadvantage, but definite a benefit. It was our very own David and Goliath moment. This is the sweet-but-simple-and-smart approach we want all our team members to live by.

We're thrilled that our mission is to create better relations around the world. That's what keeps us going. Even though we still have a long way to go, we now have great relations with customers and colleagues across the planet, from Japan to Singapore, Serbia to Peru, Denmark to Canada and everywhere in between. The sun never sets on Relationwise.

Global thinking doesn't mean we're all about being the biggest. No, we want to be the best! We're all about creating a great product around great, happy people. That's our culture.



It's a wonderful journey, and the Net Promoter Score (or the Love Score, as we like to call it) is the best way to figure out whether or not we're on the right track.

Nearly every day brings a new and exciting discovery as to how we can enrich the lives of our customers and colleagues. And like Indiana Jones, we know it's not done from behind a desk, but by rolling up our sleeves and diving into real-world action.



If you want to build something great, you need a strong foundation. After all, the Great Pyramid of Giza was built by one of the first cultures in the world more than 4,500 years old. It is now both the oldest of the Seven Wonders of the Ancient World and the only one to remain largely intact. It may not have been built with LEGO, but every strategically placed stone laid the foundation for its inspiring greatness.

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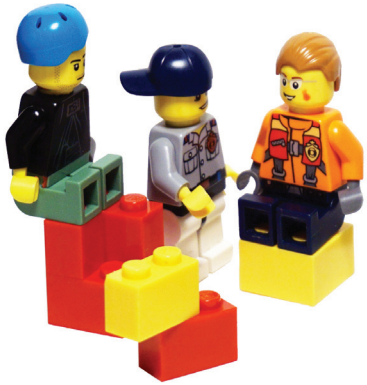
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What we stand for

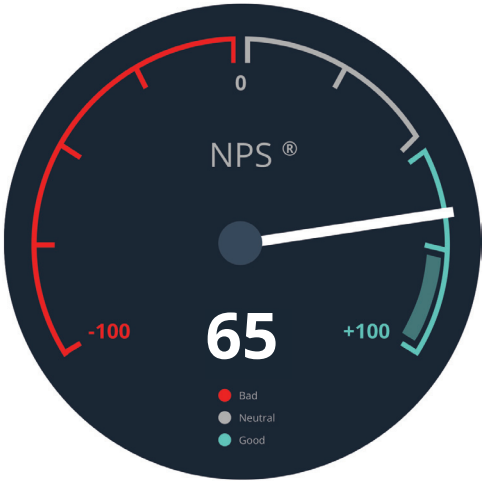
Fred Reichheld (the developer of NPS methodology) wants companies to follow the golden rule "Do unto others as you would expect them to do unto you." It's simple: When a company treats you well and sells you a great product, you are happy and satisfied. It creates loyalty, which strengthens the chances that you will trade with the same company again. You will also be inclined to recommend the company and its products to friends, family and colleagues.

Conversely, when they feel poorly treated, your customers will also respond in kind. They'll take their custom elsewhere if they can, and if they can't, they'll complain. They'll badmouth your business and demotivate your employees. Unhappy customers can be very expensive!

In other words: The golden rule is not about submitting an annual report. It's about creating a golden business strategy. Be true to people. That's right. It'll be reflected in your bottom line.

“DO UNTO OTHERS AS YOU WOULD EXPECT THEM TO DO UNTO YOU.

Our NPS Speedometer



Our eNPS Speedometer



AND OUR GOAL



Our Dashboard 11th of April 2017

Team events

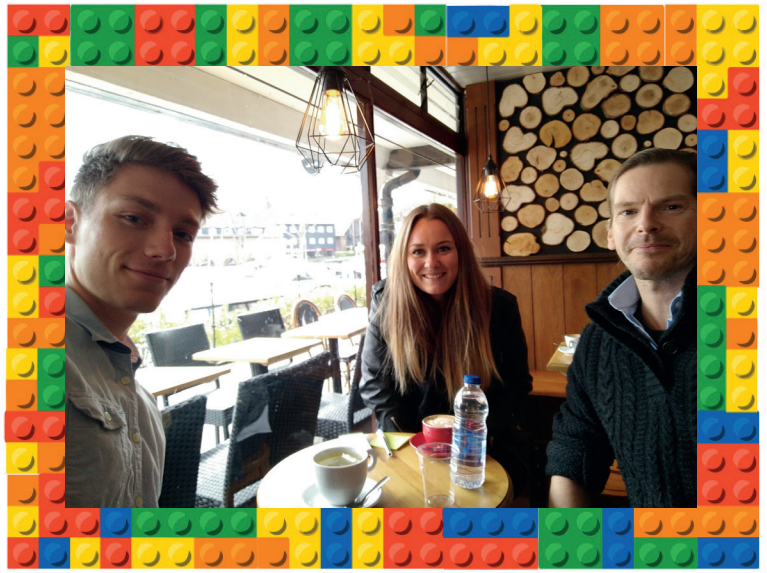












IT'S ALL ABOUT PEOPLE



Jacob Bjørn Mogensen

Relationwise attaches great importance to customers and employees being more than satisfied. It's my highest priority. As Key Account Manager at Relationwise, I have the opportunity to support our customers so that we can achieve this goal together. We must all remember the things we do that make us happy. For my part, for example, this would include being together with friends and family, adventure trips, eating delicious food and enjoying a good movie. I'm no great athlete, but I'm always ready for a game of bowling as I've got pretty good at it over the past 16 years.

BIRTHDAY: SEPTEMBER 13



Jorge Martín Rodríguez Castro

I feel fully satisfied when I know that something I created can make someone else's life easier, and our products impact the lives of thousands of people. I like - and need - flexibility regarding time and schedules and the possibility to work from anywhere. I like the way we work and communicate (small documents, quick meetings, etc.) but I know there's always room for improvement. In my free time, I enjoy spending time with my family and watching TV series and movies.

BIRTHDAY: JULY 14



Karolina Kara

I like to learn new things and explore new areas of design and user experience. As a designer working for Relationwise, I have the opportunity to contribute to many interesting projects as part of a great team. What I like the most is the dynamic, diverse workload: there's a new project every week. Another thing I really enjoy about working with Relationwise is the friendly team atmosphere and all the positive energy. When I'm not working, I like to spend my time painting non-abstract pictures, and I'm also interested in photography.

BIRTHDAY: MAY 21



Freja Theilgaard

I love working at Relationwise because it's all about real relationships and connections. It's fundamentally about going the extra mile and showing our customers that it matters to do so. There's nothing worse than going to a restaurant and spending your hard-earned money only to leave disappointed. Amazing customer experiences are rare. I hope that we can change that!
I'm a very reflective person and I like self-development. When I want to relax, I enjoy cooking and running. It's like meditation for me. I love to be creative in the kitchen and I can easily spend my whole Sunday cooking. Running clears my mind and makes space for new thoughts and ideas...and, most importantly, it also allows me to eat more great food!

BIRTHDAY: JUNE 16



Luis Gabriel Velásquez López

Working as a remote software engineer for Relationwise helps me to develop self-discipline, be part of a global team and build solutions that can reach people across the world. It makes me feel very proud at both a personal and professional level! In my free time, I enjoy playing the guitar (just for fun, nothing fancy!), playing online video games, and meeting up with friends every now and then.

BIRTHDAY: SEPTEMBER 7



Steven Henrik Jensen

I love working for Relationwise because I know that what we're trying to achieve really matters. I'm a huge fan of personal development and especially meditation for becoming more self-aware. My sincere hope for the businesses that we work with is that they become more self-aware, learn to take action in the light of feedback and become more consistent in their strategies in order to create amazing change. It's a lot of fun to be part of that journey with our customers.

BIRTHDAY: MAY 19



J. Christian Andersen

Going to work should be great, and I believe it will be great when we do something special for the people around you. Satisfied customers and colleagues are just for sissies! Let's aim higher. I hope that I can help set this agenda for companies.
I helped found Relationwise years ago and I'm now the CEO of the company. In my free time, I love all kind of sports including including skiing, sailing, and tennis.

BIRTHDAY: AUGUST 20



WE WANT TO CREATE A GREAT PRODUCT AROUND GREAT AND HAPPY PEOPLE

Our method



Closing The Loop

The way you treat your employees is the way they will treat your customers. — Richard Branson

Focusing purely on our employees will make us smug. If we focus purely on our customers, our employees will start to leave. To secure lasting results that all parties find acceptable, we believe in adopting a holistic approach to management.

We regularly ask our customers (NPS) and colleagues (employee NPS) how they think we could do things better. However, each customer is questioned (anonymously) only once a year and each colleague only once a month.

In response, we obviously do more than simply listen. Almost obsessively, we attempt to *close the loop* – meaning, meeting our obligation to follow up on the feedback we receive. Many small changes make a big difference.

Our offices



Copenhagen



London

We thank all our customers when they give us feedback. After they have answered the NPS question, we send them to this page...



“YOUR CULTURE IS YOUR BRAND

*NPS Explained – **TOLD BRICK BY BRICK***



Relationwise is a BIG believer in NPS. We've used NPS since 2012. What's NPS, you might ask? NPS is when we ask our customers if they would recommend Relationwise or a Relationwise experience to a friend or colleague. They have to answer on a scale of 0 to 10. If they answer 9 or 10, they're promoters. That means they'll go out and talk to others about us. If they answer between 0 to 6, they're detractors. They might talk negatively about us and they definitely won't buy from us again. If they answer 7 or 8, they are passive customers. Let's face it: we'd much prefer promoters to passive customers.



To see how well you perform, you subtract the detractors from the promoters and the result is your Net Promoter Score. That means we not only focus on the people who love us, but also on the ones who aren't feeling the love. If you're good at taking action with those who've had a bad experience and turning detractors into passives and then into promoters, that will give you a very strong basis for sustaining your brand and your brand growth.

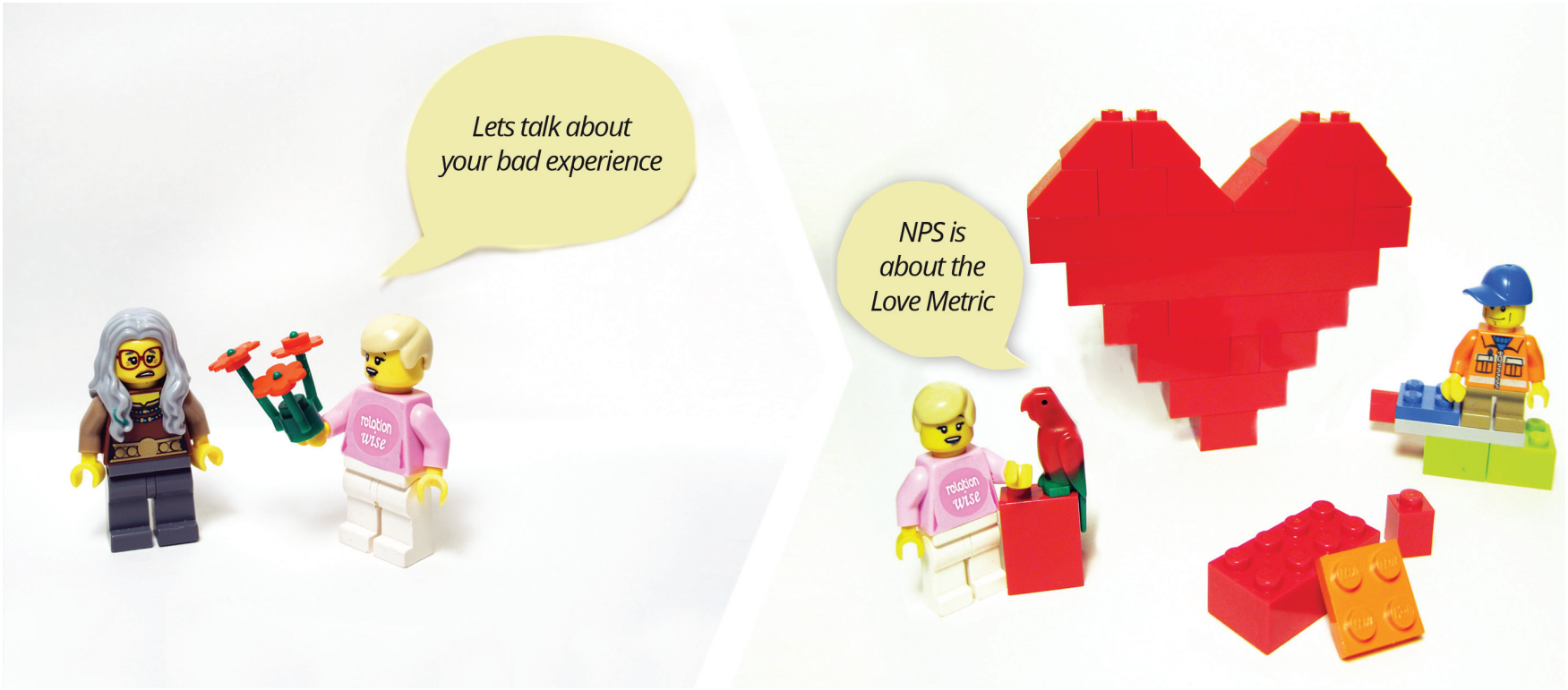


We've been measuring this since 2012. We know that if we create a detractor – if someone has had a really bad experience – we can turn them around and make them happy, becoming customers for life.

It makes economic sense, too. It isn't just something that makes you feel good about your brand; it actually has economic value.

NPS is all about creating a warm-and-fuzzy emotional connection. As an employee wouldn't you choose a company with an NPS score of 75 over one with 25? It's going to be a much better place to work – happy employees make happy customers.

We call NPS "the love metric."



NPS live

One week after we get a new customer up and running, we ask them for feedback to calculate our NPS. As soon as they give us feedback, it pops up on our Live Dashboard so we get it immediately. Here's an example of what can happen if there's a dissatisfied customer...

A customer gives us a score of 5, which, as you may remember, is a detractor score – so this is unfortunately someone who's had a really bad experience with us. We then ask him or her why, so that we can understand why it wasn't so good.

When there's a detractor, we get an alert, and then we have to brace ourselves and take action within 24 hours.



When people get an email straight after they've complained, they get pretty surprised and, in most cases, we will then be able to turn them – at the very least – from a detractor into at least a passive customer, if not a promoter.

Reporting and Action



We have more than just one touchpoint. We also want to know if our customers are happy about our seminars, books, etc.

We also analyse the comments our customers make about us. We often see that service is a great loyalty driver.

We discuss the comments we've received from clients every Monday. It's not about a score; it's about a process. In 2014, our NPS was 49. By the end of 2016, we overtook Apple's NPS of 72. We're very proud of that, and we all got a nice gift for that shiny accomplishment. The next step is beating LEGO...They have an NPS of 80.



Work flow and interview guides

We have documented the whole process, from sending the survey to handling dissatisfied customers, in our NPS guide. We even have interview guides that help our Team maintain high-quality standards and make it easy for new people to learn the job. Work flow and follow up templates can be found in our NPS guide at **www.relationwise.com/NPS_guide**

Compensation

Shit happens, and sometimes we make mistakes and saying, we're sorry just isn't enough. That's why all Relationwise Team members have a daily budget of up to €500 they can spend in any way they like to compensate the customer.

Response Rate

All our customers are important. That's why we aim for a 100 % response rate. If a customer hasn't replied to our NPS survey, our support team simply calls the customer and interviews them on the phone. Our interview guide helps a lot.

WE TURN HIGH TECH INTO HIGH TOUCH

Relationwise

THERE IS AN ENTIRE SECTION IN THE BOOKSHOP CALLED "SELF-HELP". WHAT WE REALLY NEED IS A SECTION CALLED "HELP OTHERS".

Simon Sinek

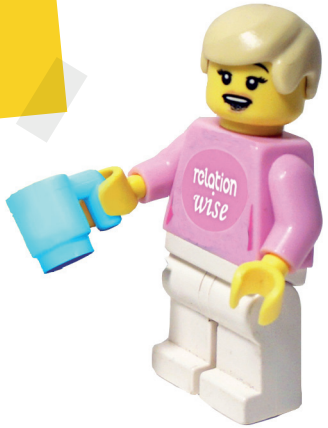
Little things that make a big difference for our customers and colleagues:

COLLEAGUES TOP 5:

- Show some interest in their lives outside of work.
- Remember their birthdays.
- Invite them for a coffee - even after work.
- Have fun. Tough day? Offer a hug.
- Appreciate your colleagues' work.

CUSTOMERS TOP 5:

- Be friendly. Don't forget to wish people a good weekend.
- Show some interest in their lives outside of work.
- Don't be afraid to spread some good vibes.
- Show commitment.
- Smile and share your great energy. It's contagious!



FIRST WE MAKE OUR HABITS, THEN OUR HABITS MAKE US.

Here's a list of some of our great habits:



1

Short meetings.

Some meetings exist because people are afraid to make a decision. We keep meetings very short. Less talk, more action.

2

Documentation.

We make checklists and document our standard operations. It's a great way to maintain high-quality standards, and it makes it easy for new people to learn the job.

3

15-minute reflection.

We do what it takes to make our customers happy, even if we have to spend hours. But if it takes more than 30 minutes, we have to reflect and brainstorm whether there might be something smarter we can do.

4

Fast turnaround.

If we can't help our customers immediately, we give them a time frame and ALWAYS keep them informed on our progress. It's a bad habit to deliver on a deadline. Why not surprise the customer by solving their problem before then?

5

Personality.

We're actually real people helping our customers, and real people like humour. If work isn't fun to work, it's not worth doing it.

6

An advisor that knows you.

It's much better to have one good friend than many acquaintances. We try to translate that to our work by offering the same advisor whenever we can so that we can build a great relationship. It's not always possible, of course, but we definitely give it a good try.

7

Manager involvement.

Too many managers leave all the dirty work to the team. At Relationwise, we let our CEO contact if there are any dissatisfied customers.

8

Quality control.

Anything new that will be touched by a customer MUST be quality controlled. We have our own checklist system. This system often requires a colleague to double-check our work, as well.



9

Reminders.

What happens when your friend takes an important exam? You will, of course, ask about it! A calendar reminder can do the trick on a busy day.

10

We found our niche.

We only offer a few options on our pricing page. This makes it easy to do business with you and makes it even easier to become great at what we do.

11

Personal accounts.

We make it easy for our customers to check their contracts and invoices with us. It's all right there in their own account.

12

Track & Trace.

No, we're not talking about packages here. We let all of our new customer track & trace all communication so they can feel comfortable that we're on the right track.



13

Organization.

We keep track of what we do. After all, it's much better to spend time actually creating value for our customers than watching it disappear through administration.

14

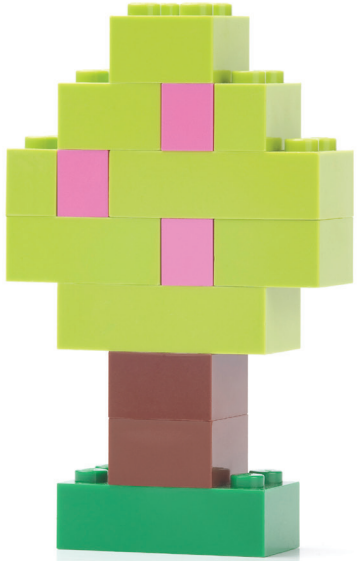
A great company culture.

We educate new employees on our Relationwise Way. This book is great for that, but we've also created self-studies where they can test their service skills before they're put in front of real customers.



HOW IS RELATIONWISE MANAGED?

7 management fix points



We have never been as busy as we are now. There are so many new things, new systems, new buzzwords. We need to address our dwindling ability to distinguish between what is relevant and what is not. It's all about people!

At Relationwise we have decided not to go along obediently with the latest hype. We actually take pride in sticking to the old values. Here is our take on 7 fix points for the management of our team.

1 *Focus on people rather than annual accounts. Put people first. It is your duty. People are not just the means but the goal itself. What does growth matter if your customers and colleagues look down on you?*

2 *Don't use smartphones, use an old Nokia instead. Look up! Look at each other! Spend some time offline, actually talking to your customers and colleagues.*

3 *Skip the employee performance review. Instead, invite your colleague out for lunch or go for a walk together, have a chat and get to know each other better. It's remarkable how little we actually know one another.*

4 *Focus on becoming the best – not the biggest. You'll never be loved by everyone, no matter what you do. Find the customers and colleagues you want to do something special for – and politely turn the others down.*

5 *Turn down yet more training courses. We've already learnt the most important thing: treat others well. If in doubt, follow the golden rule: treat others as you would like them to treat you.*

6 *Get on better with people. Always strive to do things better – we owe it to each other. Suffice to say, our efforts should never be at the cost of our relationships. Get better for the sake of others.*

7 *Treat the company as a life-long commitment, not a means of making a fast buck. How can selling the company be a goal in itself? Think of it as loving marriage – you would never dump someone you really loved.*

Remember that we need to nurture our most important resource: each other.

Thanks to Svend Brinkmann and his book "Stay Firm" for the great inspiration.

This culture book was printed by Lasertryk A/S

Relationwise has chosen to work with Lasertryk A/S because we think they have a great company culture. Furthermore, we are, of course, proud that this particular company has chosen to work with us to ensure their employees are happy and loyal.

A few words from their CEO Anders Grønborg:

We use employee Net Promoter Score because it improves the way we work from day to day and it benefits our business in the long run. It is very important to retain your staff. Losing employees not only damages the atmosphere at work, it also wastes a lot of valuable time and resources. Employee NPS allows us to regularly canvass opinion among our staff so that potential issues can be dealt with in good time.

The success of our customer surveys encouraged us to introduce something similar for our internal affairs. Happy employees give good customer service. Going through the feedback once a month at our middle management team meetings definitely pays off. With eNPS, we're always on track.

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