

CUSTOMER insight

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MITIE'S COMMITMENT TO CUSTOMERS

ALSO INSIDE...

"Doing what really matters" at Covéa Insurance

Service with Respect

Capgemini on emotional loyalty

Toyota Lean Management Centre on working from home

Customer segmentation



CUSTOMER JOURNEY MAPPING

Online training course - by Stephen Hampshire

tlf

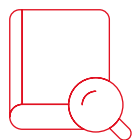
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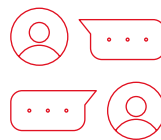
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Foresight



Stephen Hampshire
Editor

We ran a readership survey at the end of 2020, so thanks very much if you took part in that. It was useful to get some feedback from readers on which articles they've enjoyed, and which subjects they'd like us to concentrate on in the future.

As you can see in the chart, the subjects rated as most interesting were customer experience strategy, latest thinking, research best practice, and case studies, all of which I think we've managed to include in this issue.



On page 34 Nigel from TLF Research tees up the subject of customer segmentation, which we're seeing a surge of interest in, and which he plans to cover in more depth in the next issue.

The first of our case studies, on page 6, is from Mitie, explaining how they've used customer research as the basis for a customer experience strategy that has delivered rapid gains in their NPS, with important lessons for all of us.

We've also got three pieces which address some of the challenges that the Covid pandemic has created. Many of us have been getting used to working from home over the last year, and on page 13 the Toyota Lean Management Centre share some tips for home working. On page 18 Capgemini explore the importance of purpose in creating emotional loyalty. Then, in our second in-depth case study on page 20, Covéa Insurance outline how they approached engaging their people in and outside the office, with a focus on the customer.

We're backing the Institute of Customer Service's Service with Respect campaign, which you can read more about on page 24 – it's a really good way to show your frontline staff that you care about them, and for all of us to reflect on how we behave as customers.

Elsewhere there's another book review (page 32). Apparently these are not that popular overall, but a small minority of people like them a lot! This one is on the excellent polemic "Ruined By Design". And on page 28 Tom from TLF Panel shares some research about the legacy of sporting events.

Enjoy the articles, and please drop us a line if you've got an interesting story to share for a future issue.

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We aim to be thought leaders in the field of managing relationships with all stakeholder groups.

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Mitie

A case study that proves how effective business to business customer insight can be when it's teamed with strategic support and good account management.



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Tips on working from home

The Toyota Lean Management Centre shares some tips for working from home



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Emotional loyalty

Why is purpose so important? Capgemini explain the links to emotional loyalty.



CONTRIBUTORS

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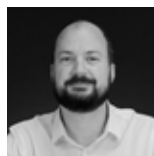
Wine-lover, Munroist and customer satisfaction guru

Tom Kiralfy



Panel wrangler, banana lover and chinchilla owner

Stephen Hampshire



Conference speaker, book-lover and occasional climber

CASE STUDY

Mitie

GUEST FEATURE

How to Work from Home Most Effectively: Advice from the Toyota Lean Management Company

GUEST FEATURE

Capgemini: Building and Adapting Emotional Loyalty During the Covid-19 Period

CASE STUDY

Doing What Really Matters: Remote Engagement at Covéa Insurance

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Service with Respect

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Book Review

"Ruined by Design" is a passionate call to arms for designers to take responsibility for the ethics of their work and its consequences.

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Customer Segmentation

What is the point of segmentation? Nigel explains the history of attempts to classify customers and why they matter.

Published by



DESIGNERS

Becka Crozier



Right brain mastermind, music enthusiast and have I told you I'm vegan?

Jordan Gillespie



Creative magus, genuine tyke and 20ft wave rider

Rob Egan



Beer drinker, pixel pusher and dour Yorkshireman



“...mighty
things
from small
beginnings
grow”

— John Dryden

We sat down with Tina Hobart and James Maguire from Mitie to learn how they've used customer research to combine top-level commitment with account-level action planning to transform the organisation's customer satisfaction and loyalty.

Mitie is unusually open about its Net Promoter Score (NPS). As Tina comments, ***"We've shared it in our annual reports. We don't shy away from our score, it is what it is. It's more than a number for us, it's about the actions."***

This is really important, I believe. Far too many organisations are focused on getting a high score, rather than on making customers satisfied; a subtle but important difference. By acknowledging what their survey feedback was telling them, and doing something about it, Mitie has been able to transform its NPS from -27 to +30 in just three years.

That's no easy feat and demonstrates that Mitie has got a lot of things right. Most important of all, it shows that its customers have noticed and appreciated the efforts its teams are making. As so often in business to business (B2B) relationships, it's by blending together the worlds of customer experience and account management that the real gains are made.

Senior commitment

When we asked Tina about the secret of their success, she was clear that none of it would be possible without commitment from the top to drive buy-in throughout the organisation.

"The fundamental reason we've gone from -27 to +30 is about senior leadership, governance, and buy-in from senior leadership and operational teams all the way down to frontline colleagues. If you don't get that buy-in from the top, their sponsorship, talking about it, you're never going to move a score."

Without that passion from the top, it's very hard to drive through customer-centric change.

When survey results showed that one of the things customers wanted was a more visible presence from senior leaders within the business, this resulted in an immediate call to action for the executive team to be more visible when it came to customer relationships. And customers have noticed:

"We've asked a question this year, 'Do you believe senior management are committed to the relationship?' Some 86% of customers think they are. So that meant all of the actions that were taken by the senior leadership team to get out there and do more with customers have worked, and it's brought us more than just that 86%. I've been able to push things back upwards: What are the things that are not working? What can the senior leadership team do to help?"

There's no question that senior level commitment is necessary, but we know it's not enough on its own. Mitie's CEO, Phil Bentley, sits down once a quarter to meet with account directors, and the customer is prominent in that discussion. Not only does he look at the scores, but he also reads all the NPS comments.

"That level of interest in what customers are saying is how you get traction. And actually being willing to change ways of working, if customers are saying it's not beneficial to them."

Survey approach

The core of Mitie's approach to customer insight is an annual NPS survey with senior clients. Some wanted to increase the frequency of the survey, but Tina, rightly, feels that it doesn't make sense to repeat a relationship survey too often.

"You need to give yourself a chance to act because what these guys will tell you will be quite strategic, quite long term impact; it'll be

about your relationship, how you manage your contract. If you go out more than once a year, you're not really giving yourself a chance."

With any customer research it's essential that the survey gets to the right people, and that it asks the right questions, but in the B2B world it's particularly important to make sure the survey is positioned correctly with customers, and that the outputs are used actively as part of account management and development. That starts with the communication that goes out to customers before the survey to warm them up.

Tina says: "The point for me is that the survey has to be about the actions, it's not about the survey by itself. The work that goes on before is as important as the survey itself. One of the lessons I've learned is that the pre-comms to customers is critical, letting them know what's happening."

And it continues by ensuring that the survey outputs are integrated into tools such as Teams, SharePoint, and Salesforce so that they get to the people who need them.

"Getting the action planning out to people and being able to track 'So what have you done with this action plan?' People have got used to us coaching them and systematically following up actions. It's how we move the dial."

We'll return to the balance of account management versus systematic, organisation-wide, improvement later on.

Perhaps the most important thing of all is to make sure that the survey is getting to the people who really matter. At an account level, that's clearly the main decision makers and influencers, and it's far more valuable to get their opinions, however critical they may be, than to limit the survey to customers who will tell you what you want to hear, or



those who can only see part of the picture.

Tina says: *"There's no cherry picking. Who are the people that can influence the decision making and retention of this contract? It has to be the people that have a good representative knowledge of the service delivery model that you're delivering. It's quite a complex environment we work in, so making sure that that list of clients is representative of that account's performance is so important."*

Relationships and touchpoints

In the future, Tina is making plans to expand that core NPS relationship survey into a programme that covers all end users at every touchpoint:

"We've got big plans, and technology's at the heart of that. We want to build a touchpoint plan with customer measurement everywhere. We've just put live a pilot on our handheld devices in our Technical Services business with our engineers, so that at the end of a job, they ask for feedback on the performance of that job."

We've never done that before. I know from my days at Premier Inn that if you can make those links to specific customers, you change behaviours. We are also busy deploying NPS surveys in Apps that we are developing – again taking every opportunity to capture feedback where possible."

"We've got big plans, and technology's at the heart of that."

We find again and again that getting the right combination of relationship and event-driven customer insight is the secret to really cementing the momentum of customer experience improvement programmes. It can be a really powerful force that shapes the culture of the organisation and helps staff throughout the business to understand their role in the customer experience.

With a challenge from the CEO to continue to improve the overall NPS to +40, and then to +50, rolling out the measurement needed to drive behavioural change throughout the organisation is a vital part of focusing the business on the customer.

"Map all the touchpoints, understand where we can capture insight, and build up a

best-in-class programme; but centralize the insight, because if you're not tracking it centrally and understanding what the voice of the customer is telling you, you're at risk of doing it disparately."

As James points out, getting the right balance of insight from end users can help to reframe the conversations that account teams are having with customers, and to reveal where there may be perception gaps which are negatively affecting customers' views of Mitie.

James says: *"It also highlights if there's a perception gap between the different levels, and then working with the account teams to understand why there may be one and what we can do to support that. With the annual survey, quite often we'll highlight a customer saying a particular area needs to improve, and then you may discover the end users really rate the service, so it's useful for that as well."*

As ever, it's essential that you understand what customer perceptions are as a first step, and then you can set about managing them if you discover that customers have incorrect beliefs about the experience. Customer insight is about understanding how customers feel, and why.

Centralised insight

There can be a real Catch-22 in customer insight, that it is either too centralised, or too splintered and ad-hoc. The secret, we believe, is to centralise the planning and organisation of a customer insight programme, making sure that it is approached consistently wherever it is needed and that organisation-wide initiatives can be taken, but to make sure that the information is very rapidly disseminated to the people who need it.

Tina says: *"It's not just about the individual accounts, I call it the 'Mitie mothership'. What are the things that we're doing collectively across Mitie that are*

adding value, or conversely making it hard to do business? The lessons learned from 2019 were applied systematically across Mitie to deliver change."

From that centralised hub is a cascade of information out to the business, and as Tina comments, one of the best signs that customer feedback is gaining traction is when staff are actively asking to see survey results. Of course, it helps when the survey results are incentivised!

"The encouraging thing is that we get people chasing us up, 'Can you come and present?'. We do a lot of internal comms, we push out good news stories, individual call outs, we do a lot of reward and recognition."

Those individual compliments can be a really powerful message, as James observes:

"This year I went through all the comments to highlight where there are individual call outs, and we're working with the account team to share them so that they can give them Mitie Stars, which is the program we have to recognise exceptional behaviours. This is important as 'The Exceptional, Every Day,' is one of Mitie's core values. It's a great mechanism because they've been called out directly by a key customer, so it's a really powerful benefit we get from the survey."

Data to the people who need it

This is a really important principle of using customer insight to improve—don't just communicate actions to

the teams at the frontline who need to make change, but get them the data and the insight that they need to understand customers.

"We do a lot of internal comms, we push out good news stories, individual call outs, we do a lot of reward and recognition."

Tina adds: "I strongly believe that if you operationalise insight and you give it to the people to whom it matters most, that's how you make magic happen. What is the purpose behind doing insight and research if it's not to help our people on the frontline and colleagues drive a better experience for customers?"

In a B2B organisation, that usually means the account teams who are responsible for managing relationships with customers. In order to effectively act on customer insight, you need to create an environment of transparency, accountability, and support.

"Once we have the data, we act. We give them dashboards, we present the feedback to the account teams and help them understand what the key issues are, and then work with them to implement plans against those. It all comes back to how do you then close the loop back with a customer that says, 'We've heard this, this is what we're doing about it'? The Mitie account leads are some of the best account leads I've ever worked with in my career. They're really action-oriented, they listen. Some of the action-planning I've seen is best in class stuff they're doing on the back of what the customers have told them."

In one particular case, with a key account that had started with an NPS of -33, the team worked on customer feedback from surveys

persistently for two years, using a “You said, We did” model in every meeting to update on progress. That account’s score is now +73: a remarkable testament to the truism that customers can be made satisfied and loyal if you show that you are working on their feedback and commit to change.

As James points out, it’s often the verbatim comments that show this realisation from customers, before it works through into their scores.

“It’s reflected in the scores, but also in the comments. The open text is often where you can get the real insights. That’s when people say, ‘You’ve really stepped it up this time.’ Often there are call outs to the account leads specifically, or it could be senior management, or Mitie’s approach to technology. It’s changed over the past couple

of years, because when NPS was first introduced the comments weren’t quite as positive. Now the themes are very different and it’s refreshing to see that. Time and again it’s the account lead mentioned, or the team, and the customer says they value the partnership or working together. That’s really powerful.”

One of the distinguishing factors between B2B and B2C relationships is that it is much easier to track the way individual clients and customers change their attitudes from survey to survey. This really helps to get account managers bought into the system, because it demonstrates that it’s effective. If you do the work, customers will notice it and appreciate it. That is also true in B2C markets, but it’s much harder to demonstrate it with one impactful case study. Even in B2B, though, part of the process is making sure that customers notice what you’ve done and understand the link to their responses in the survey.

"It’s reflected in the scores, but also in the comments. The open text is often where you can get the real insights.

That’s when people say, ‘You’ve really stepped it up this time.’"

“Customers can sometimes forget what you’ve done. You can have done a brilliant job two years ago, transformed part of their business, but they forget about it when it comes to contract time. We therefore do an annual report back to the customer that covers, ‘What have we achieved this year?’”

Account-level thinking

B2B customer experience has to work hand in hand with account management. That's obvious to anyone who has worked in B2B markets, but from a research perspective you immediately run into the issue of confidentiality. What's more important: to preserve the option for customers to give their responses anonymously, or to ensure that account teams can take action on specific feedback?

Tina feels strongly that keeping the option of confidentiality is important, and we agree. Yes, there will be some awkward conversations with account teams, but the truth is that it is still possible to act on anonymous feedback.

Tina says: "You can still deliver an action plan. You can't target individuals, but you can still work with what they're telling you."

Most customers, though, are quite willing to be identified, and it's knowing that their feedback will be read and acted upon that helps to make sure that they are open in the research. That means insight has to be turned into action, and those actions need to be communicated back to customers.

When customer feedback is openly shared within the business, that automatically creates accountability:

"When you get to the level of transparency we've got, the unhappy customers are looked at by the whole organisation, there's no hiding place. So when you've got customers who are just fundamentally not getting the service standards they've been promised, or we've not delivered on our promises to them, this goes up to a very senior level in the business."

That's not to say that the account teams are necessarily to blame when customers are unhappy, but it is their responsibility

to work with customers to find a way forward, and to manage that relationship. In order to

drive change, they will often need support from Tina, James, Mitie's Customer Insight team and from the business more widely.

"We are there to support our colleagues in the front line facing off to customers. I couldn't do it! I have the utmost respect for these guys."

"When you get to the level of transparency we've got, the unhappy customers are looked at by the whole organisation, there's no hiding place."

One thing Mitie has found—from looking at the comments from Promoters, Passives, and Detractors—is something we've seen again and again. Doing the basics well gets you from Detractor to Passive, but it's rarely enough to get you to Promoter. For that you need to do more, and that's where the account teams really come into play.

"When you look at the Promoters, they're talking about partnership and collaboration, when you look at the Passives they're talking more about service delivery and contract, so there's a real difference in attitude. Then when you get to the Detractors it's about sorting problems out, getting it right."



Tina Hobart
Head of cNPS &
Customer Experience
at Mitie

Tina has over 20 years' experience in the customer experience field. Her roles encompassed leading the customer experience agenda, managing research & insight, NPS, with a key highlight being the project management of the Good Night Guarantee in Premier Inn. With Mitie she saw lots of cross-over with the service & hospitality industry where her experience could add value. She was encouraged by the Connected Workspace Strategy and could see there was real commitment to not only retain customers but to win and grow new business.

<https://www.mitie.com/>

What can we learn?

So what can we learn from Mitie's impressive results? The core message, I think, is very simple—in B2B markets you need to get customer insight and account management working together to start to build a virtuous circle of improvement, in which account teams see the value of insight, and customers see that their feedback is acted upon. Transparency, accountability, and support are all essential to make that work.

The foundation, particularly if you're starting from a relatively low position, is to concentrate on delivering the basics brilliantly. Once that's done, you can move on to building lasting partnerships with customers.

There's often an assumption that B2B companies lag behind B2C when it comes to customer experience, which I think is dead wrong. In particular, I can't think of any B2C organisation which has managed to transform the perceptions of its customers in such a short space of time. As Tina says:

"I think Mitie has proven it works."



NEW
BOOK

YOUR CUSTOMER SURVEY:

Using research to build a distinctive customer experience' is a book about making the most of your customer survey.

Customer research is ubiquitous now, but much of it is a tick-box exercise focused on reporting a score. Nothing wrong with that, you might think, but with a little more knowledge you can use your survey to uncover genuine insights about your customers and what makes them tick.

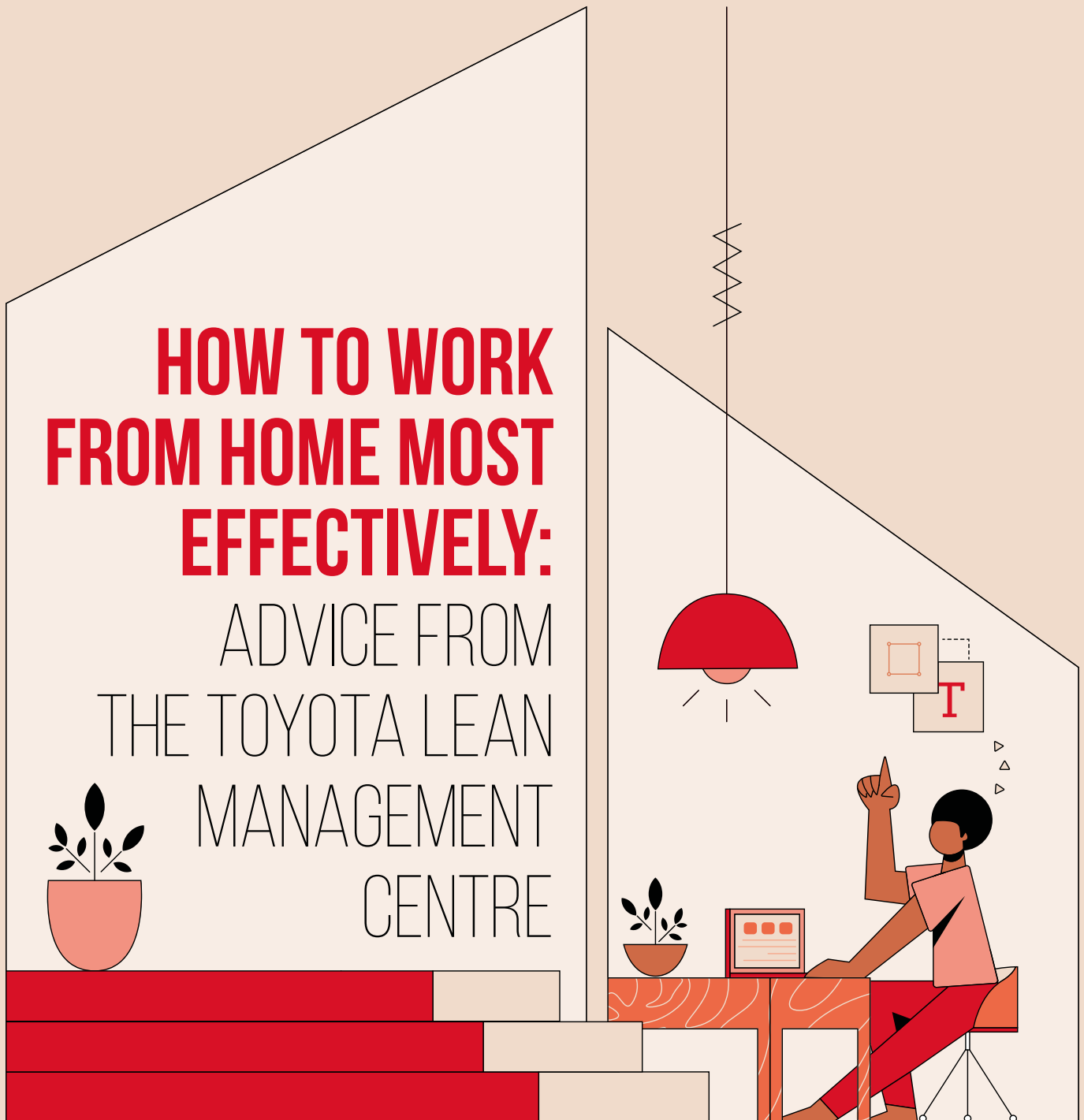
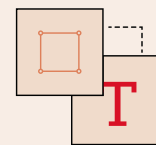
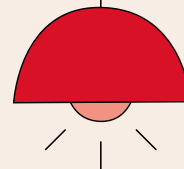
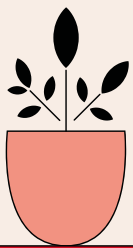
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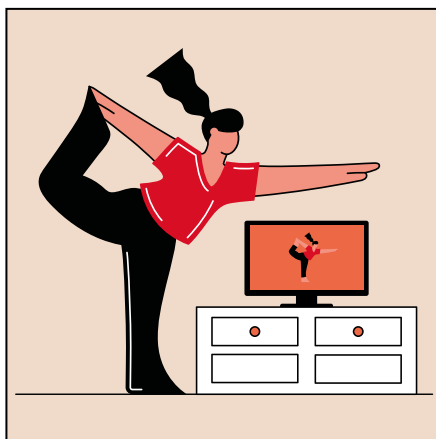
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HOW TO WORK FROM HOME MOST EFFECTIVELY:

ADVICE FROM
THE TOYOTA LEAN
MANAGEMENT
CENTRE



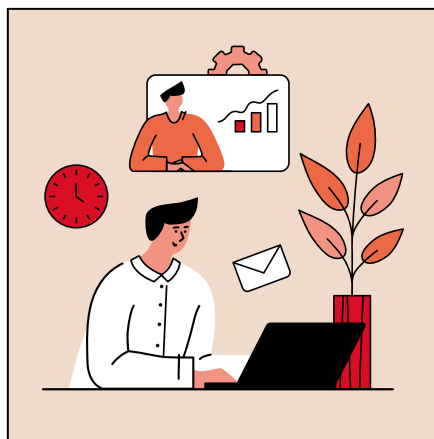
Since 2009 the Toyota Lean Management Centre (TLMC), based at the Deeside engine plant in North Wales, has been using the power of the famous Toyota Production System (TPS) as well as global Toyota Way management concepts, to help companies improve their efficiency by transferring skills and management best practice. TLMC's aim is to provide companies with the lean tools and management behaviours that will enable them to firmly embed lean concepts into their organisation. These principles and the world-famous 'Toyota Way' can also be applied to working from home and the TLMC experts have produced the following advice to help people improve their efficiency.



01) BREAK UP THE DAY

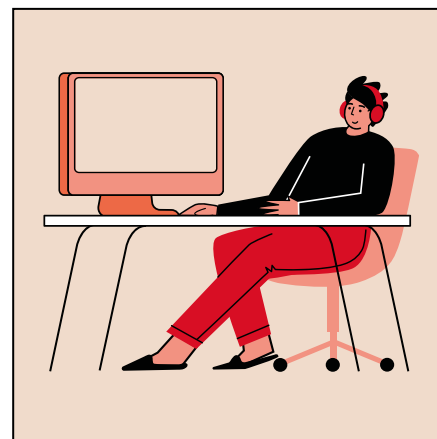
Continuing lockdown restrictions have meant that the world has shrunk as we stay at home for the majority of the time, and 'work, eat, sleep, repeat' has become the familiar routine for anyone working from home. Whether working from a fancy home office, at the kitchen table, or from the sofa, there's a risk that home workers will spend all day in the same location, so TLMC advises breaking up the day with some exercise – even a short walk around the block will help you feel energised and more productive.

The Toyota Production System also practises Jidoka, which is to pause to fix a problem, so apply this principle at home if you face a challenge, rather than leaving it until later.



02) KEEP WORK AND HOME SEPARATE

Working from home can blur the line between work and home life, as without the traditional commute that creates a clear distinction between work and home life, it's easy for a half-hour of TV to creep into the working day, or for emails to be tackled during the evening news. In the same way that factory workers arrive and leave at the same time each day, TLMC advises that it's important to keep regular work hours when working from home. The Toyota Production System says standardised processes benefit employees, so dress for work as usual and begin work at your normal start time. Consider setting an alarm to mark the end of the working day, as this will replace the usual cue received when colleagues are leaving the workplace.



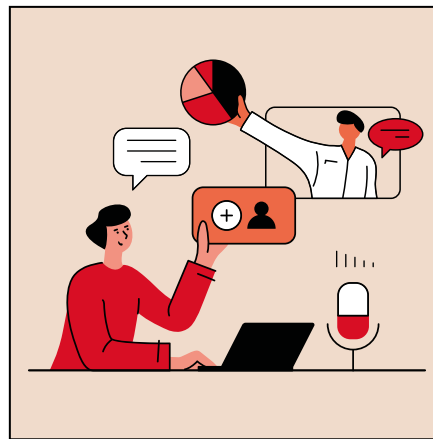
03) CLEAR THE CLUTTER

Mess and clutter can affect your concentration, especially if the kitchen table now doubles as a workstation. This is where the Toyota principle known as 5S can come in handy to keep you organised and productive. In Japanese, the 5S process is: Seiri, Seiton, Seiso, Seiketsu and Shitsuke, which translates into English as: Sort, Set in order, Shine, Standardise and Sustain. It's clear how this can benefit a production line, with every part stored in the same place to avoid time being lost in trying to find it, and this system can also help anyone working from home. TLMC advice is to remove the items you don't need and ensure everything you need is to hand before starting work. After using an item, return it to the same location to make it easy to find next time you need it – a place for everything and everything in its place.



04) STAY AWAY FROM THE COOKIE JAR

Snacks are more readily available when working from home. 'Challenge' is part of the Toyota Way and it can be applied to solving this kind of issue – but it also requires huge self-discipline. Challenge yourself to plan what and when you will eat, in the same way that you would pack a lunchbox to take to work. Putting structure into your day should make it easier to avoid the biscuit barrel. It will also help to buy healthy snacks rather than those that are high in sugar and salt, and to plan when you are going to eat them.



05) PRACTISE WITH TECHNOLOGY

With no IT department immediately on hand to solve any technical equipment problems; poor wifi, difficulty downloading important files, or webcams focused on your chin, are just some of the issues home workers have to deal with themselves. The Toyota Way encourages Genchi Genbutsu, which means "to visit the actual place and see the actual thing." Apply this to your home working by practising with the remote working technology. For example, host a family quiz night on Zoom with people who will see the funny side of errors. This will provide valuable feedback as well as a safe place to practise. It's also a good idea to load work apps and platforms onto a smartphone or tablet as a backup.



06) AVOID MEETING OVERLOAD

The desire to keep in touch has escalated with increased home working, and this can lead to 'mission creep' where too many online meetings mean that there isn't sufficient time to clear the daily 'to do' list. At the same time many of us are facing video-call fatigue and are mentally switching off during calls. The Toyota Way encourages kaizen which is continual improvement of working practices and processes. Continually review invites and don't accept meetings you wouldn't attend in person and for those meetings you do take part in, make an agenda and stick to it. This should mean you join fewer meetings but that the relevance and quality of those increases and your productivity also improves.



07) STATUS PARANOIA

Home workers can feel under pressure to prove they are working hard. Mutual trust and respect, an important Toyota Way value, can help here. Identify 'value added' work opportunities. For example, if it is useful to sketch or write something by hand, or simply have some thinking time. Don't feel guilty about closing the computer. The world won't end if an email goes unanswered for an hour.



08) EIGHT HOURS IS A LONG DAY AT HOME

Eight hours is a long time anywhere, whether spent in the workplace, or at home, and it's difficult to maintain concentration for such a long stretch. Break your work into small chunks so you feel more motivated as you achieve each one. These small chunks will soon add up to one big achievement.



09) SPEND FREE TIME WISELY

Working from home means many people have gained more time in their day by not having to commute and there are better uses for this extra time than 'more work' or 'more time in bed'. The Toyota Way helps people by minimising waste, so think about what 'value-added' means in your personal life – it could be spending time with someone you love, reading, learning a new hobby, skill, or exercise.

TLMC has a team of highly experienced specialists who will provide a tailored programme of practical training and onsite coaching across all functions and levels within an organisation.

More information can be found at: <https://tlmc.toyotauk.com>



THE CUSTOMER INSIGHT AGONY AUNT

Have you got a problem?

A burning issue with your customer insight
or customer experience?

A question you can't find a straight answer to?

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Drop us a line on stephenhampshire@leadershipfactor.com with your submissions (in confidence) for next issue's Customer Insight Agony Aunt column.



BUILDING AND ADAPTING EMOTIONAL LOYALTY DURING THE COVID-19 PERIOD



Since Covid struck, consumer behaviours have been in flux. The temporary closures of physical stores and the growth of online shopping reaching new heights¹ has led customers to change their consumption patterns to fit with the changing world.

When 'non-essential' stores re-opened their doors once more in June, it was not the experience we were used to. Retailers needed to entice customers back into the store, overcoming hurdles such as increased anxiety caused by the virus and meet new spatial and mask-wearing measures. The rise in online shopping also blurred pre-pandemic customer loyalty further, as customers explored other brand offerings – less likely to be constrained by locality.

As part of shifting consumer preferences, we have witnessed² new gravitation towards brands which are demonstrating purpose. Therefore, it's no surprise that purpose-driven organisations are growing at more than double the rate of other organisations.

Recent Capgemini research underscores³ this, with more than half of respondents stating that they expect brands to give back to society, showcasing their sense of purpose. This means that organisations

should look to create a deep and personal connection with their customers by establishing a consistent and genuine emotional loyalty.

The constantly changing environment drives the need for retailers to ensure that their purpose shines through the chaos. We have identified four key areas which brands should explore and act upon to showcase their responsibility and build back emotional loyalty.

1) Giving back to the local community

Recent research⁴ has shown that 77% of charities have said that Covid-19 has negatively impacted their finances, while there has been a spike in the demand for their services. As typically charities play a vital role in supporting the local community, many will struggle as resources run low.

The need for organisational help is highly valued. We found that half of all consumers agree that brands have a responsibility to help the community by using their resources for good. We've seen examples of this across the board, with Apple CEO Tim Cook

pledging⁵ to donate 10 million respirator masks to hospitals in the US and across Europe, while Hilton and American Express partnered to provide 1 million⁶ hotel rooms to frontline medical professionals during the pandemic.

By embodying a sense of purpose, organisations can demonstrate their ability to use resources in a responsible way, which will re-engage customers with their brand's mission.

2) Looking at the logistics

The supply chain has not faced a period as complex and unpredictable as during Covid. Brands should look deeper at their supply chains, not only as an important means of regaining supply stability but also as businesses which are vulnerable to the impacts of the pandemic.

Organisations can look to ensure that every link in the supply chain is valued and considered by providing finance for struggling, yet vital, suppliers or operators – particularly important for smaller and vulnerable components. While showcasing a brand's commitment to its purpose,

¹ <https://www.imrg.org/media-and-comment/press-releases/online-retail-sales-reach-twelve-year-high-as-e-commerce-underpins-the-new-normal/>

² <https://www.capgemini.com/wp-content/uploads/2020/04/Covid-19-Consumer-Behaviour-in-CPR.pdf>

³ <https://www.capgemini.com/wp-content/uploads/2020/04/Covid-19-Consumer-Behaviour-in-CPR.pdf>

⁴ <https://drive.google.com/file/d/1l6tJDdFnR-7tW998wsz5AtHCgISfZJs/view>

⁵ https://twitter.com/tim_cook/status/1246916489589837824?lang=en

⁶ <https://apnews.com/Business%2520Wire/9816a4305a454e90e242cac20c7bdf>



this supportive behaviour would ensure operational continuity.

Large multinational consumer goods company Unilever is one such example, offering⁷ £438m of cash flow relief to support small and medium-sized suppliers in its supply chain. This included extending credit to small-scale retail customers whose income relied on Unilever products while also offering early payments to assist with financial liquidity. Smaller examples include the London Fire Brigade, who committed⁸ to providing relief for businesses which had been impacted as a result of Covid-19.

3) Recognising vulnerable customer needs

Brands need to show compassion to those for whom the pandemic presents a far greater risk, such as the elderly and those in vulnerable groups. This shows a brand's personal side and demonstrates their social responsibility to protect high-risk groups, which in turn may help to improve the quality of life of these groups at a much-needed time.

Retailers such as Morrisons and

Sainsbury's set up⁹ exclusive hours and separate ordering channels which allow for these groups to shop for groceries earlier in the day when a store is at its cleanest for customer peace of mind.

Companies have also created timeslots and methods which will support the 'nation's heroes' on the front line, such as healthcare workers, to have uninterrupted shopping time. Many brands, from network providers¹⁰ to restaurants and clothing companies, have additionally been showing their support for frontline workers through providing special discounts¹¹ on products.

4) Supporting your staff

An opportunity for brands to put action to their words by placing their staff's financial and emotional wellbeing first.

As the impact of the pandemic has created heightened anxiety, fear, and low-mood, care and compassion towards your employees goes a long way. We've seen brands from across sectors taking this into consideration, with Tesco increasing¹² staff discounts on products while other companies extend their mental health support and health packages.

While strengthening the dialogue between employees and their employers, these measures can path the way to building back consumer trust and loyalty.

Looking forward

A brand's purpose extends beyond profit, it is an organisation's reason for existence. It is during unprecedented times where consumers look to brands to demonstrate responsibility towards its internal and external employees, as well as the wider society.

With over half of consumers expecting companies to give back to society and showcase their purpose, the organisations which focus on making their promises a reality will reap the benefits that strengthened emotional loyalty sows.

Chloe Buckland

Senior Consultant, Brand & Experience
at Capgemini

⁷ <https://www.unilever.com/news/press-releases/2020/helping-to-protect-lives-and-livelihoods-from-the-covid-19-pandemic.html>

⁸ https://www.london-fire.gov.uk/media/4574/lfc-0372-supplier-relief-due-to-covid-19_redacted.pdf

⁹ <https://www.anglesey.gov.uk/en/Residents/Emergencies/Services-offered-by-supermarkets-for-elderly-disabled-vulnerable-people-carers-and-key-workers.aspx>

¹⁰ <https://www.gov.uk/government/news/half-a-million-frontline-nhs-workers-benefit-from-coronavirus-telecoms-deal>

¹¹ <https://www.mirror.co.uk/money/nhs-discounts-available-frontline-workers-21894388>

¹² <https://www.thegrocer.co.uk/pay/tesco-to-extend-coronavirus-bonus-payments-to-frontline-staff/604485.article>



**DOING
WHAT
REALLY
MATTERS**

REMOTE
ENGAGEMENT
AT COVÉA
INSURANCE

If you're reading this magazine, you almost certainly know that keeping employees engaged is a crucial step in building good relationships with customers. Engagement has also been shown to contribute directly to productivity and profitability, so we should all be doing everything we can to make sure that our people are happy, motivated, and engaged.

One of the challenges of 2020, and one that is still at the forefront of our minds as we move into 2021, is how to look after our people, and keep them engaged and connected, when most of them are working remotely. We caught up with Sarah-Jane McCausland and Stephanie Cox of Covéa Insurance to find out about their **Doing what really matters** programme.

What matters to customers

Just as background, Covéa Insurance offers products from home, car and pet insurance to specialist commercial, high net worth and trade products. If you're thinking that you haven't heard of the brand, it's because they mostly sell through brokers and intermediaries. You will certainly have heard of some of the respected businesses they provide the insurance behind, like John Lewis, RSPCA and AA, you may even have one of their policies without realising it. Big brands trust them to look after their customers because, within the insurance world, Covéa is known to be a very customer-centric organisation:

"Everything we do centres around our customers, they're at the heart of every single

decision that we make, everything we do. All our process reviews are centred around making things better and simpler for the customer. A lot of companies say this but for us it's part of our culture."

Longtime readers will know that, at TLF Research, we set great stall by the phrase "doing best what matters most to customers." We believe that successful organisations are those which identify what's important to customers, and consistently give it to them. Insurance is not something that most of us buy because we want to, but that doesn't mean that customer attitudes are any less important in the sector.

"Insurance is usually a grudge purchase, so we're always trying to remove those pain points and make it as simple and straightforward as it can be, to remove the hassle for people."

When customers get in touch it's an important moment of truth, especially if they are making an insurance claim. How did the Covéa customer experience programme get started?

"Our customer experience programme wasn't about sales or marketing or getting more customers. It was driven by our people across the business who speak daily with customers, sometimes in the most difficult circumstances. Up until the point when someone makes a claim, they have bought a promise with no real idea if it's going to prove worth it, that's where our customer experience matters most."

So the person a customer speaks to is really important. To what extent is the service delivered reliant on the attitude of employees?

"We know that having happy employees is more likely to result in happy customers so we want people to enjoy coming to work. We want them to know that what they do matters and that they're making a difference so that it's more than 'just a job'."

What matters to employees

It's easy to say that employee engagement is something we want, but how do we go about actually creating it? Covéa Insurance believes the answer lies in making sure that you have a culture where coming to work is something you look forward to, where you have a clear purpose, a strong connection with the people you work with and where you can bring your 'whole self' to work.

"When you've got a business with over 1900 employees with a shared sense of purpose, it brings people together. We aim to give people the freedom to be creative about the way they do things so that solutions come from within, rather than a top down approach. You have to ask the people who you're trying to engage what excites them, rather than guessing, and involve them in the process."

It can be difficult to "do culture" at scale, but that doesn't mean it isn't possible. Likewise, having a workforce that suddenly finds itself working remotely, and under new pressures from Covid-19 and the restrictions imposed, creates a whole new set of challenges that require creative thinking to overcome.

"Culture has always been a hugely important focus for us, but over 2020 with so many people

working remotely we've had to find new ways of expressing this. Working remotely has really reinforced the importance of our values in helping to keep people engaged and spirits high. Much of this has been made possible through digital tools that keep people connected in a very human and personal way. For example, we've seen inside each other's homes and (usually accidentally) met family members and pets, which puts relationships on a different footing."

Although remote working is nothing new, having 90% plus of employees working from home is an unprecedented situation and companies like Covéa have had to learn fast how to maintain high engagement when people can't actually be together in the same space. The pandemic has massively accelerated the shift towards digital and remote working and some of the learnings around how you can successfully connect with people from afar will almost certainly become permanent.

"Before the pandemic we had homeworking in some of our operational areas to help our people achieve a better work life balance. Almost overnight over 90% of our people switched to working from home, including roles that previously no-one ever thought possible."

Doing what really matters

The Covéa Insurance "Doing what really matters" initiative is a customer experience community set up by the business to share and celebrate customer experience successes with colleagues through closed groups on the company's networking platforms.

"It's a customer experience community, it's a space for storytelling, it's a space for recognition."

A Microsoft Slack channel that started as a space focused on customer experience, particularly around National Customer Service Week, has grown to become a companywide hub for people to engage with

each other, recognise their colleagues, and interact.

"It started off as us wanting to tell the story about the customer, but it's become so much more than that, it's now a customer experience community. This has really helped employee engagement through the pandemic. Every single person in our business makes a difference to the customer journey whether they are front line or working in our centralised functions, sharing these stories has kept people focused on doing what really matters for their customers, whatever their role."

Covéa believe the initiative and channel will continue to evolve, and Sarah-Jane is particularly looking forward to developing it further.

"Of course we're looking forward to when people can return to the office safely, but there's also a real opportunity to continue with some of the great digital networking tools we've acquired so that people can stay connected and



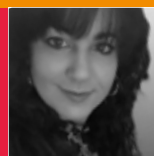
Stephanie Cox

Corporate Communications Team Manager

Stephanie was appointed Corporate Communications Team Manager in June 2018 and holds responsibility for delivering the company's external communications strategy, also being a link between the media and Covéa Insurance's subject matter experts.

Having joined Provident insurance in 2011, Stephanie has worked in various departments throughout the company gaining a huge amount of knowledge of the practice of insurance and Covéa Insurance as a business. After beginning her career as a Claims Specialist in the Operations department, Stephanie moved to Covéa's Financial Crime Unit as a Validation specialist. In 2014 she took up a position in the company's Marketing department which over the years has included roles in internal communications, event management and PR.

Prior to joining the insurance industry, Stephanie worked in hotel and event management after completing qualifications in hospitality.



Sarah-Jane McCausland

Customer Communications and Engagement Lead

Sarah-Jane has worked for Covéa Insurance since July 2014 and has been the Customer Communications and Engagement Lead since January 2020. Prior to this role, Sarah-Jane was the Customer Experience Team Manager, having previously held the role of Customer Experience Lead. Sarah-Jane is responsible for driving the Customer-Centric Culture element of the overarching Customer Experience strategy, including employee reward and recognition, CX storytelling and CX education for both new starters and existing employees.

Prior to joining Covéa Insurance, Sarah-Jane worked as a Sales Delivery Manager and Service Delivery Manager for the YBS Group, and before then was Buy-To-Let Team Leader For Barclays. Sarah-Jane has worked in the Insurance and Financial Services sectors for over 20 years and has always had a keen passion for employee coaching and personal development, and customer experience.

engaged with our culture, purpose and values, wherever they are based. The office will always be important and attractive as a social hub that supports employee engagement, but it's clear that digital engagement is a permanent part of the mix and here to stay."

Can you interact in real time to replicate the community feel that comes with being in the office in person?

"One thing I think really works on our doing what really matters Slack channel is how instant everything is, so it does mirror office interactions. One of the interesting things that the metrics showed was that people engaged more with the real time posts than the click through content that they could read at leisure."

What truly matters

It's evident, on LinkedIn in particular, that some organisations have sent boxes of sweets to their people at home, or organised quizzes and cocktail parties online. These are great 'pick me ups' that bring people together and show employers care, but it's also important to engage people on matters of substance as well, especially as the pandemic has gone on for much longer than many people expected.

"Employees have been at home for a long time now and companies need to go beyond the fun stuff and ensure they support employee wellbeing, productivity, engagement, and things like that. This is all part of the ongoing challenge in finding creative ways to help people maintain their focus and energy."

The Covéa Insurance **Doing what really matters** community is fun and engaging, but at its heart there's a serious purpose, focused on driving a better customer experience.

"Employee engagement is a key part of getting things right for our customers. You'll never get things right for customers if your

people aren't aligned with the company culture and values. People need to feel connected, respected and valued and that's what our Doing What Really Matters campaign aims to do; shine a light on and create a forum for the great work that our people do."

Timing is everything, so they say, and the pandemic has only heightened the need to feel a sense of community.

"As it turned out, people were crying out for the opportunity to connect with each other and share successes and ideas with colleagues focusing on a worthwhile goal. The timing really worked, we did a soft launch in mid-August and it just exploded!"

Conclusions

So what can we conclude from Covéa's experience? The principle, I think, is very simple: involve your people — they know best what's engaging — and use that to build a community. The community needs to have a meaningful purpose that resonates with everyone for it to attract engaging content. Covéa chose **Doing what really matters** because it was a way to help employees to focus on all the good work being done right across the business that was until that point largely invisible, especially with people working remotely.

"We all want to make a difference, it's human nature. Our community was successful because it really resonated with that basic human need. It helped people to see and appreciate what they and others were doing through a wholly different lens to create a sense of pride, achievement and belonging."

What really matters to your people, and what enables Covéa's community to thrive, is the culture and value of the business, the commitment of employees to building the best possible customer experience.





SERVICE WITH RESPECT

When emotions are heightened and tempers fray, it's often frontline customer service staff who bear the brunt of the consequences. Sadly, that's something which has got worse under the pressures of the pandemic, as organisations struggle to adjust and customers are quicker to boil over. In July 2020 The Institute of Customer Service launched its Service with Respect campaign to help tackle the problem. We caught up with Chief Executive Jo Causon to find out all about the campaign, what progress has been made, and what The Institute aims to achieve.

The origins of the campaign

The spark for the Service with Respect campaign happened when Jo was presenting to an All-Party Parliamentary Group on the retail industry. Some research was shared which showed an increasing number of incidents of abuse and hostility towards staff, and Jo knew that it was a problem which was wider than just retail.

The next step was for the Institute to commission its own research to determine just what the scale of the problem was, across all industries, and to what extent it had been exacerbated with the outbreak of the Coronavirus pandemic.

The Institute was shocked to discover that over 50% of staff reported an increase in hostility since the beginning of the pandemic, and that incidents included not just verbal abuse, but physical assaults, spitting, and violence as well.

That kind of behaviour is never acceptable, but it seems particularly beyond the pale at a time when our reliance on key workers in customer service roles has been made more apparent than ever. As Jo comments,

"These people are literally putting their lives on the line for us. Keeping the lights on, making sure that the shop shelves are well stacked, making sure that I get to where I need. Why would we treat them in that way?"

What the campaign calls for

The Service with Respect campaign has three main objectives:

- ***To ensure organisations support their staff***
- ***To ask for a specific law to protect frontline customer service professionals***
- ***To encourage customers to reflect on their behaviour***

Organisations

The Institute's research showed that most staff do feel that they are well supported by

their employer, but there is always more that can be done. Organisations need to adopt a zero tolerance approach to abuse, offer their people training so that they are better able to handle hostility when it happens, feel supported, and have a clear understanding of how to escalate a situation if they need to.

"I want us to really learn as organisations about the importance of our customer service professionals and ensuring that we're protecting them, supporting them, and giving them the recognition that they should have as a result of all of this."

We've all experienced bad service, and there can be a tendency for people to seek to diminish the problem by saying that it's quite natural for customers to get angry when things go wrong. Organisations have a duty to their customers, but we as customers have a responsibility to behave reasonably too. Our research at TLF through lockdown has shown that most customers are very understanding of the additional pressures that the pandemic placed on organisations, as long as they don't try to use it as an excuse.

"I think it is really important to recognise that Covid is not an excuse to give poor customer service. Organisations need to demonstrate how they're trying to deal with it in a reasonable and rational way, and we as consumers

need to accept that life is not normal and be a bit more tolerant, a bit more accepting and understanding.”

Things will sometimes go wrong, and customers will get angry, but there is a big difference between getting angry and giving abuse:

“You can get hot headed and that is very different to threatening someone. What we’re talking about in this campaign is the abuse that should not be tolerated. Organisations need to try to alleviate some of the stress from customers, absolutely, and they need to think about training staff to understand that people are more likely to be stressed, so our fuses are shorter. Recognising that, and making sure you support your staff with that.”

Much of the abuse that staff face is online or over the phone rather than in person, but it may still have a profound effect on their mental health and wellbeing.

“If you’ve got people that are working remotely, what support networks are we putting around them to make sure that they can deal with this?”

Over 130 organisations have already pledged to the campaign, representing more than a million employees and a combined turnover of £150 billion. That’s testament to the fact that something needs to change, but also to the commitment that many companies have to supporting their people.

“This is about joining up and keeping momentum. If you can say that over 130 organisations, with over a million employees, that each of those organisations are standing up... well, that’s a good start, but we’re not going to rest there.”

Strengthening the Law

Assault against anyone is a crime, of course, but Jo believes that a change to the law is necessary in order to protect customer service professionals. This would include all abuse of customer service workers, whether in person or remotely.

As part of the campaign the Institute, with

the backing of the All-Party Parliamentary Group on Customer Service, is asking for a new law making abuse of customer service professionals a standalone offence.

Customers

Ultimately, though, there would be no need for a campaign such as this if it were not for the behaviour of customers. One major aim is for all of us, as consumers and customers, to think about our behaviour, and to take a collective decision on what is and is not acceptable.

“My personal belief is you should have the right to go to work, feeling safe and secure, and knowing you’ve got mechanisms for addressing abuse. It’s a very simple message: it should not happen and we won’t tolerate it.”

With support from media organisations like the BBC and LBC, Jo has been getting the word out about the campaign, and consumers are responding. Customers don’t like to see staff being abused. Some will intervene when they see it, and many more support the idea of protecting customer service workers.

“People have written to me from a consumer perspective saying ‘we’re really supportive of this.’ If you look at some of our other research, what you see is that consumers do step in. There’s a growing societal feeling about what is acceptable and what is not, and I think that’s got to be a good thing.”

The role of customer service in society

TLF’s research* on how customer priorities changed in 2020 showed that it really matters to customers that organisations look after the health and wellbeing of their staff. The Institute of Customer Service has found the same thing—looking after staff and looking after customers go together.

“We as customers are going to be much more loyal to organisations that we think helped us and did the right thing for their employees and

for us, and our research shows that.”

This campaign focuses on protecting staff from abuse, but it fits into a wider discussion about the importance of customer service to the UK economy and to society.

“This is an opportunity in my mind, not just to address this particular issue, but once and for all, to get people to understand how important customer service actually is. The campaign is really important because it has a specific aim, but on top of that, when 80% of GDP in the UK is services, our ability to serve well and for customer service to be respected is really, really important.”

Good customer experiences are created by happy, well-supported, staff. Those businesses who look after their staff and customers best will be the ones which thrive in the future.

“It drives a real sense of pride and a real opportunity for staff to feel really positive. The data shows that a lot of staff do feel well supported by their employer, and that’s great. Well-run, well-respected, organisations are trying to do the right thing to support their staff, and their staff recognise that. It’s a win-win-win. It’s a win for the staff, it’s a win for the organisation and it’s a win for customers.”

The challenge for all of us, as we come out of lockdown, is to negotiate our way to a new normal. It’s likely that some of the changes we’ve experienced during 2020, like increased remote working and online shopping, are likely to stick, at least to some extent. We need to make sure that we continue to support customers and staff through 2021 and beyond.

“What I hope for is we don’t just revert. One of the challenges that we have as organisations is to challenge ourselves about what’s been good and what’s not been good.”



*<https://www.tlfresearch.com/whats-important-to-customers-in-a-changing/>

You can find out more about the Service with Respect campaign, pledge your support, and get involved at:
<https://www.instituteofcustomerservice.com/news/service-with-respect/>



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Since the modern-day Summer Olympic Games began back in 1896, they have only ever been cancelled three times: once during World War I, in 1916, and twice during World War II, in 1940 and 1944. They've gone ahead as planned every 4 years through a myriad of world events...the Tlatelolco Massacre in Mexico in 1968, the terrorist attack in Munich in 1972 – captured on the world stage and played out across the globe – even terrorist attacks at the 1996 games in Atlanta couldn't prevent them from going ahead.

But for the first time in its 124-year history, in peacetime, the Olympic Games have been postponed.

The 2020 Summer Olympic Games, due to be held in Tokyo, have been rescheduled to 2021. We all know why, so I won't dwell on the reasons. Instead, what we'll look at is what lessons we can learn from the previous Olympic Games; what the spirit of the Olympics stands for, and what we have learnt from the legacy the Games have left behind.

The slogan for 2020's postponed summer games was 'Discover Tomorrow'. And we thought, what better way to discover tomorrow than to examine what has come before, after all, 'those who do not learn from history, are doomed to repeat it.' In this case, casting our minds back to when the Olympic Games were held on our fine island, Great Britain, for the London 2012 games, and what lasting impact these had on our sporting heritage.

SPORTING HERITAGE

“Learning from a legacy”

With this in mind, we surveyed over 3,000 of our panellists on our dedicated consumer panel, TLF Panel, to find out just what sporting legacy the 2012 Olympics left behind, and if it was in line with what the media has been telling us.

First, we wanted to gauge how many of our panellists had attended the games in person, or even watched them on TV, so we could gather a general feeling of how popular the games actually were. And it turns out, they were very popular! With a whopping 74% of people surveyed saying that they watched some kind of 2012 Olympic event on the telly, and a further 22% saying they attended at least one event in-person. A great turnout by any standard.



74%

watched the 2012 Olympics on the TV



22%

attended the 2012 Olympics in person

When we break these down by demographics things get even more interesting...

Although nearly the same percentage of men and women attended an event in-person, men were 8% more likely to have watched some kind of event on the TV.

Also interesting is that the opposite is true when we split by age. Roughly the same percentage of each age group watched an event on the telly, but for people attending an event in person, this differs greatly with age – 32% of those aged 18–44 attended in-person, compared to just 9% of those aged 45 and up.

As expected when we break it down geographically, those in the South East were far more likely to have attended in-person (31%). But that's not to say that some die-hard fans from each region didn't make the pilgrimage down...an impressive 20% of Scots surveyed made it down, and 15% of those from Northern England also, proving the draw of the Olympics at a national level. Although, perhaps surprisingly, only 37% of Londoners attended an event in person.

One of the lasting memories many people have of the London Olympics, myself included, was the camaraderie it created amongst us Brits. Usually quite content to go about our business with nary a single word said to our fellow countrymen, people were stopping and talking to strangers in the street about the games. When shopping or otherwise out and about, conversations would be struck up with complete unknowns about how we were doing, and the usually silent, eye contact-less commutes became hotbeds of debate, conversation and, quite often, celebration.

When dealing with anything, from buying a chocolate bar right up to attending an international sporting event, people regularly forget the logistics of each

transaction – what they bought, what time they were there, what the weather was like etc. – but what people often remember, and quite strongly, is how they felt at the time – were they happy they got a good deal, angry the customer service was terrible, or sad that their team lost. So we asked our panel to think back to how they felt whilst the 2012 Olympics were on, and whether they thought that the Games brought the country together for the 2 weeks they were on.

Pleasingly, 68% said yes, they thought the country really came together for the fortnight. With only 18% saying a definitive no, and the remaining 14% not sure. When broken down by gender, age and location these results remain roughly the same, so the sentiment was shared equally amongst all generations, sexes and regions: a true nationwide feeling.



68%

agreed that the 2012 Olympics brought the country together



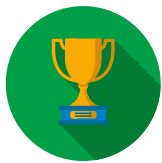
18%

said that the 2012 Olympics did **not** bring the country together

With these previous questions looking back to 2012, we wanted to dive forward in time to today. At the time of the Games they were touted as just the first step in a

sporting legacy to inspire generations of sportsmen & women to come. But, with the benefit of hindsight, has this actually been the case?

We put it to the panel openly, and asked them 'Do you think that the 2012 Olympics has had a lasting impact on sport in the UK?' The results were mixed:



39%

said 'Yes, they had a lasting impact'



32%

'They did at the time, but now it's faded'



19%

said 'No, they had no lasting impact'

So, a sizeable 70% said that the Games did have a lasting impact, but almost half of them said that this has now faded...only 8 years later. Maybe the 'inspiring *generations*' tagline should be downgraded to 'inspiring a *generation*'!

It's not all bad news – when you look at the results generationally, as intended, 44% of those aged 18 to 34 said a definite 'Yes – the Games left a lasting impact', compared to 33% of those aged 55 to 64. So as this younger generation ages perhaps they will pass down this sporting legacy to their children?

Often around the Olympics, as with any major sporting event, the phrase 'grassroots' is thrown around – getting people into sport, particularly from a young age. It makes sense – you need time and practice to nurture skill, so the younger the start, the better. With this in mind, we asked the panel if they felt that enough was being done at school to encourage children into sport, or were we just hearing lip-service from academies and politicians?

Well...it's not good news for the heritage makers. Only 34% of people surveyed (this question was only asked to parents of children at school age) think enough is being done to promote sport in school. 44% were a resounding no, and 23% didn't know.



34%

said yes, enough is being done to promote sport in schools



44%

said no, not enough is being done to promote sport in schools

But of course the grassroots level is just the beginning of the journey. You can encourage people to start getting into a sport relatively easily if there's even just a spark of interest. After all, it's new, it's exciting, people want to test their abilities. Where the next hurdle lies is keeping them interested enough to continue playing, long into adulthood. And this is where the results get even worse...

Only 28% of those surveyed (for this question, everyone over 18 was asked) felt like enough was being done to encourage adults to continue playing sport. 52% said not enough was being done, and 20% didn't know.



28%

said yes, enough was being done to encourage adults to continue playing sport



52%

said no, enough was not being done to encourage adults to continue playing sport

So, clearly people felt that the encouragement to play sport as an adult wasn't there. But that doesn't mean that adults were playing sport less, simply that

the help to do so wasn't there. We wanted to know just how active adults are, and this, perhaps, is the light at the end of the tunnel, and a measure to judge whether the sporting heritage set by the 2012 games has been a success...

We asked people two things:

- **On average, how much sport do you watch per month?**
- **On average, how much sport do you participate in each month?**

And the results are positive. Overall, the average amount of time watching sport each month was 7.9 hours, and the time spent playing sport was 8.2 hours. So very close, but actually playing sport just pips watching it to the post.



7.9hrs

spent watching sport



8.2hrs

playing sport

We knew going in that we would never get a definitive answer to whether the sporting legacy set by the London Games was a success or not – that's up to each of us on a personal level to decide. But what we do know is that the Games were a huge financial, international and cultural success, with the blueprint of how future Games are run cemented by the fantastic Organising Committee of The Games. And we look forward to seeing what Japan will take from our sporting legacy to help their Games run as smoothly, and successfully, as ours did... whenever they eventually get to go ahead.



Tom Kiralfy
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Consumer Insight

The data for the Sporting Heritage article came from TLF's panel.

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RUINED BY DESIGN

MIKE MONTEIRO

Design is often touted as the solution to everything (something I'm occasionally guilty of myself). If that's true, then perhaps it's also the problem with everything? That's exactly the argument that Mike Monteiro makes in this essential polemic.

It's true that many things most of us are not happy with, or which have destructive effects on society, are working precisely as they were designed to work. Can we do something about that? Monteiro argues not only that we can, but that we have a moral duty to do so.

"The goal of this book is to help you do the right thing in environments designed to make it easier to do the wrong thing."

How designers destroyed the world

Is it fair to blame the designers? There are some who are engaged in work which would cross ethical lines for many people, whether that's designing torture equipment or "dark patterns" to manipulate people's behaviour. But the audience Monteiro is writing for is people who work at tech companies, designing the code and interfaces which keep us hooked, or which power companies with dubious employment practices.

The decisions these people make every day, and I think it's safe to extend the same principle to anyone who designs any kind of customer experience, have real impacts on real people. It's not good enough to hold our noses when what we do, deliberately or accidentally, makes those people's lives worse.

A really common example in customer experience work is the idea of "edge cases". As Monteiro says,

"For years we referred to people who weren't crucial to our products' success as 'edge cases'. We were marginalizing people. We were making a decision that there were people in the world whose problems weren't worth solving."

The problem with the philosophy of "move fast and break things" is that sometimes those things are people (e.g. abuse, radicalisation), or democracies (e.g. Facebook and elections), or the planet (e.g. Bitcoin, cryptoart). Designers have a role as

gatekeepers, protecting the interests of the people they are designing for:

"If we cannot ask 'why,' we lose the ability to judge whether the work we're doing is ethical. If we cannot say 'no,' we lose the ability to stand and fight."

Monteiro draws an analogy to the medical profession. No matter who pays the bills, or who is making the decision, if a doctor does something unethical then they get fired for it. Is that a fair comparison? Yes, because:

"We're building complex systems which touch people's lives...When we do our jobs well, we improve people's lives. When we don't, people die."

The question of who pays the bills is an important one—what drives the obsession with rapid growth that characterises so many Silicon Valley companies? Monteiro argues that much of the blame can be laid at the feet of venture capital investors, and the short term focus that they tend to bring:

"Short-term decisions are all Silicon Valley seems to care about. We don't build businesses for the long haul anymore, at least not the venture-backed ones. Those only need to last long enough to make it to their liquidity event so the investors can get their payday."

It's important to emphasise that Monteiro is not saying that all of this damage is deliberate, or even wilfully ignorant. He knew the original team at Twitter, one of his most-criticised targets, and he sees a large part of the problem as being a question of diversity:

"They were a decent bunch of guys—and that was the problem. They were a bunch of guys. More accurately, they were a bunch of white guys....Twitter never built in a way to deal with harassment because none of the people designing it had ever been harassed, so it didn't come up."

The philosophy of building the product you want to use becomes a big problem when no one on the team represents different perspectives or experiences. Tools like the "veil of ignorance," and research to build up empathy for different needs is one thing, but ultimately it's a question of who you hire.

What we can do to fix it

Hopefully by now you're worried and depressed. Is there anything we can do to fix this mess that we've created? The first

step is to recognise that it is up to all of us to take responsibility for fixing things, not by trying to salve our conscience through offsetting outside work, but in our day jobs:

"We need you to work ethically during that day job much more than we need you working with that nonprofit evenings and weekends."

In extreme cases, particularly when the leadership of an organisation is resistant to change, the only realistic option is to move somewhere new:

"You can change a company that's afraid of change. You can change a company that finds change uncomfortable. You can't change a company that doesn't want to change, especially when leadership doesn't want to change."

If you're hired to be a designer, or any other role for that matter, then you're being hired as a complete package. They get your skills, but they also get the ethical framework that you work within.

"You only need to get hired for a job once. After that, you get to do it. No, you have to do it."

Monteiro argues that to understand any business, and in particular to understand the ethics of a business, you have to understand what its goal is, and how it makes money. If its goal is to make money, then you need to get out.

Understanding the impact of your work, as we've seen, is really important. Diversity is an important part of that, and so is research, and listening to feedback:

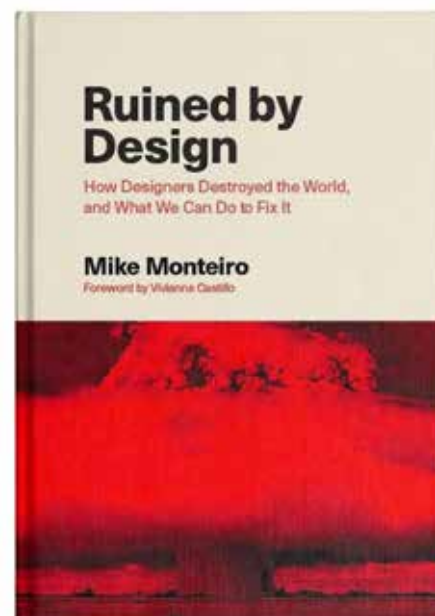
"...beware of someone who doesn't want you to look behind the curtain, kick the tires, and have their assumptions tested."

You can't go it alone

All of that might sound like a complicated way of getting yourself fired, and perhaps the most important part of Monteiro's promised hopefulness is that it depends on designers forming a community around ethics.

"I can't solve it. You can't solve it. If we band together, we have a chance."

The solution, if there is one, demands a combination of informal community, professional groups, and regulation. Most of all though, it demands everyone who could conceivably think of themselves



as a designer (and I think that should be defined a lot more widely than it tends to be) to accept the responsibility for working ethically.

"For too long, we've treated the job as if we were servants. We did what we're told. We followed orders. We didn't ask questions. We may have rolled our eyes once in a while when something didn't seem right, but we did it anyway. We behaved as if we had no agency and no say in how the job was done."

Whether or not you end up agreeing with Monteiro's assessment of the world of Silicon Valley, I think this book is essential reading for anyone whose decisions impact on real people. That's almost everyone who's likely to be reading this magazine.

It's a brave book, and an angry one, and a little bit swears, and it should change the way you think about your role and its impact on the world.



SEGMENTATION –

TATION

WHAT'S THE POINT?

The theory says that if you understand customers' needs you can better tailor your product or service to meet them. If customers were all the same a 'one size fits all' approach would meet the needs of everyone and would maximise efficiency. This idea worked perfectly for Henry Ford. In 1908 his Ford Motor Company introduced a car for the masses, the Model T. It was the epitome of a no-frills utility vehicle – simple, sturdy, stripped of accessories and selling for the low price of \$825. To build it cheaply Ford pioneered mass production, eliminating the skilled crafts that dominated early production and replacing them with simple, repetitive tasks that could be performed by unskilled workers. By 1910 Ford had dropped production of his other two models and produced only the Model T for the next seventeen years. By 1923 mass-production efficiencies had lowered the price to a mere \$265, and half of the autos in the entire world were Model Ts.

Ford's market dominance petrified the competition, especially General Motors, soon a distant second in sales. In 1920 GM appointed a new manager, Alfred Sloan, whose first task was to devise a strategy to crack Ford's lock on the market. Sloan decided that GM should offer not cheaper cars but better quality cars in greater variety. He correctly predicted that consumers with rising incomes who were buying a replacement for their first car wanted something better and above all different for the next one. Brisk

sales of his first new model, a Chevrolet, convinced Sloan that to compete with Ford it was not necessary to lead in engineering, but merely to offer consumers better looking cars with more variety. The dozens of different GM models were all built on three platforms, but the same shell was made to look different by the addition of superficial features like headlights, taillights, and chrome trim that were unique to each model. And colour! Before long Ford's basic black cars were eclipsed by GM's dazzling variety of brightly coloured models. In the mid-1920s Sloan also introduced the annual model change based on small cosmetic tweaks to give consumers the look of newness and progress, which soon propelled GM past Ford. In 1927 the Model T was discontinued due to plummeting sales, and market segmentation was born, although it was 1956 before Wendell R Smith would coin the term.

But is it any good? Does it work? For many years it's been commonplace for companies to divide customers into groups in which customers in one group share similar characteristics that are not shared by customers in other groups. But which characteristics? You could segment customers according to their hair – black hair, blond hair, red hair, no hair. Customers in the black hair segment would all share that characteristic and would differ on hair type to those in the other 3 segments. Might work for shampoo but would it help you to sell them more carpets, wine, holidays, or insurance policies?

Crucial is the selection of a suitable base. Some bases, like age, gender and geography are easy to implement but not much use since they're poor predictors of customers' preferences and a poor basis for reaching people with relevant communications. In 1956 there was a big step forward when the IPA, the advertising agency trade association, introduced the National Readership Survey (NRS) which quantified the readership of newspapers and magazines but more importantly profiled it. This resulted in 6 socio-economic segments labelled A, B, C1, C2, D and E, which formed the backbone of most companies' segmentation strategies for decades. There were 2 reasons why the NRS was such a great step forward. First, it was based on customers' preferences. They chose to read certain publications. Readers of the Daily Mail were more likely to be alike than 45–54 years olds, and they were likely to have different attitudes and lifestyles than readers of the Guardian. Second, and even more important, it provided a perfect basis for reaching them with your communications. In more recent times the fragmentation of media and the rise of the internet led to the decline of NRS which has now been replaced by PAMCo, which covers print and digital media.

It is the proliferation of everything – products, services, messages, and customer preferences as well as media, that has made it increasingly difficult for companies to devise and implement segmentation that works. In the next issue of Customer Insight I will present a practical guide for segmenting your own customer base and using it to make a worthwhile difference to your product or service and your customer communications.



Nigel Hill
Chairman
TLF Research

thank you FOR READING

Customer Insight Magazine is created
and published in house by TLF Research.

The magazine is our way of sharing features and latest thinking on creating an outstanding customer experience. We hope you enjoy reading the magazine as much as we enjoy creating it.

If you've got an interesting customer experience story to tell and would like to feature in the magazine, we'd love to hear from you. Please contact our editor Stephen Hampshire for more information.

Email **Stephen** at stephenhampshire@leadershipfactor.com
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TOP TEN THINGS THAT WORLD CLASS ORGANISATIONS DO

7 April 2021 11:00 - 11:30

Our Top Ten list is a must have checklist for any company. Can you say hand on heart that you do all ten things..? Probably not, but it's a good goal to chase. Greg Roche talks you through each point in a bit more detail.



TURNING INSIGHT IN TO ACTION: THE IMPORTANCE OF ACTION PLANNING

28 April 2021 11:00 - 11:30

There is no point doing customer research unless you're planning to do something with the results. Action planning is the best way to ensure you are using the insight gained from your customer research to drive positive change to the customer experience.

Greg will guide you through best practice when creating an action plan and show you some practical examples of how they can work.



THE ONE PAGE RESULTS SUMMARY...HOW TO DO IT?

19 May 2021 11:00 - 11:30

Sharing the results of customer research can be challenging. As researchers we love detailed presentations, with lots of charts and graphs, but this view of the results would not work for everyone. When it comes to sharing the right results to the right people - One size does not fit all.



ONLINE SURVEYS: A GUIDE TO SUCCESS

31 March 2021 11:00 - 11:30

Are you making the most of your online surveys? They are an effective way to gather feedback and can help you reach large numbers of customers, but they need to be carefully considered. In this webinar, Vicki will take you through her best practice guide to creating online surveys that deliver results. She'll cover a range of topics, from maximising response rates and questionnaire design, to analysing and feeding back the results.



B2B CUSTOMER JOURNEY MAPPING

14 April 2021 11:00 - 11:30

Journey mapping is an important task to undertake for both B2C and B2B customers, but the outputs for these 2 groups will look significantly different.

We're focusing on B2B customer journey mapping in this webinar and how to ensure all the relevant insight is captured.



CUSTOMER SATISFACTION INDEX: HOW & WHY TO USE IT

5 May 2021 11:00 - 11:30

A Customer Satisfaction Index (CSI) can take your Customer Satisfaction (CSAT) scores to another level. Combining and weighting CSAT scores for individual interactions, product or services, will give you a much more accurate view of how satisfied your customers are with your business overall. This webinar will give you an overview of how to calculate CSI, examples of how to measure it and how it can be used to add an extra layer of detail to your CSAT scores.



NPS BEST PRACTICE

26 May 2021 11:00 - 11:30

If you're using Net Promoter Score (NPS) as your headline measure, this webinar is a must. NPS should be the starting point for customer insight, not the ultimate goal.

We'll be discussing a range of best practice and latest thinking around the metric, from how to ensure a robust measure and common mistakes, to gaining in-depth insight and practical hints and tips to help drive change.

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