Measuring success

Since the organisational changes, everything begins with the customer and moves from there. Chief customer office Andy Harding ensures the customer experience is not only central to the decision-making process, but also consistent across channels.

The central pillars of the restructure were:
- Customer insight at the centre
- Channel agnostic
- Consistency in approach and communication
- Seamless joined up experience

Measuring the success of a project such as this is not as straightforward as looking at one set of numbers, although Harding points out that the ultimate measure of success for the business is the same across all departments.

"Success for our business is the same and always will be the same; delivery of profit for our shareholders. That doesn't change. The more profit we deliver the more successful we are as a business."

But the elements that help make a business profitable include customer satisfaction, and this is not something that Harding finds it hard to articulate to the board as the link is obvious.
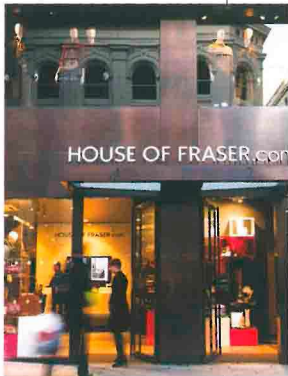
"There are KPIs that drive the profit number that are non-financial measures of success, and more and more we're using customer-related measurements to align and target and make sure we are able to deliver on our numbers.

"It's no surprise that the happier customers are the more money they spend; there is no debate in that correlation. And everyone understands it."

Despite this support and understanding, a change that is as comprehensive as this one is not without its challenges.

"Organisational change of this size is a challenge in itself because you have to balance the individual needs of each of the employees with the needs of the business, with an overarching customer centric view of what is right for the customers. So balancing that triumvirate of needs is a challenge," says Harding.

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