

Expert View

Sally Earnshaw, MD Blue Sky Performance Improvement

Blue Sky, which is part of Capita, transforms organisations through behavioural change, be it via their people, their engagement with customers, services, leadership and more. They work with some of the UK's leading household brands and are at the forefront of customer service thinking. We asked Sally what peak caught her eye in this geography of customer priorities.

“For me there's something brilliant about this chart. Humanness. When you go to the top right hand corner, you can see that the strongest drivers of customer satisfaction - competence of staff, friendliness of staff, helpfulness, etc – are all the human face of an organisation. That's no surprise to me, but these are the drivers often forgotten and the ones hardest to galvanise to get right.

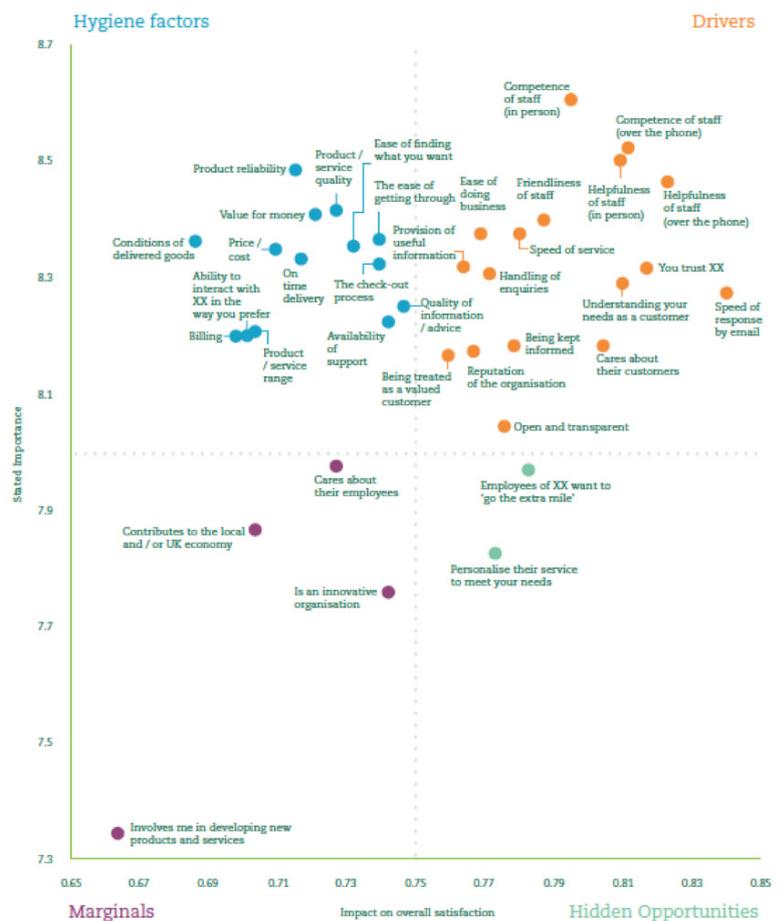
When you look at 'ease of doing business' as a key driver, what we know is that about 30-40% of that is to do with steps in the process - like clicks on a website - but the rest is about human interaction with the people in the organisation.

What we notice today is that the frontline skills needed to drive that perception of ease are different from what they were. In the old world we used to teach people it was about being professional and friendly, but those are considered hygiene factors in today's economy. Now there's a different set of capabilities that makes the high performers stand out.

For example there's one we call advocacy. Advocacy is clearly demonstrating in the first minute of the conversation that you are on the customer's side and they can have faith in you. It's not about being empathetic - realistically, how can you empathise with every single different person you're going to talk to today? Instead it's saying things like "well you're through to me now... and I'm going to sort this out."

There are a number of capabilities like that which you need in order to be able to say the things the customer of today wants to hear. Those things are different from what they were 20 years ago and I think of lot of organisations are either not aware of what they are, or are not getting them into the frontline fast enough.

How customers' priorities drive customer satisfaction



UK Customer Satisfaction Index chart for January mapping drivers, hygiene factors, marginals and hidden opportunities