



## Winning Business for BAE Systems

*Customer Review process is foundation of Customer Voice*

**THE CLIENT** BAE Systems is one of the largest aerospace and security companies in the world employing over 93,000 people. It provides products and services which cover air, land and naval forces, as well as advanced electronics, security, information technology and support services.

BAE Systems operations span five continents with strong positions in each of their six home markets – Australia, Saudi Arabia, South Africa, Sweden, UK and USA. The company has customers, stakeholders and partners in a total of more than 100 countries. Customer relationships tend to be long, and effective ways of managing these are essential to the smooth running of the business.

**THE CHALLENGE** At the time Bsquared started working with BAE Systems, the company already had a number of processes in place which collected hard data about projects and helped them manage the day-to-day operational contact. At this time they recognised the need for a professional and robust approach to managing customer relationships. Merger activity had also brought new customer and supplier associations.

Operational metrics drove quality, timeliness and efficiency improvement but did not provide information about the perception of the relationship with their most important and influential customers. These metrics did not show the level of confidence these customers had in BAE Systems' ability to meet their ongoing needs. This information was critical to BAE Systems' strategy, to managing risk and to drive improvements needed to improve profitability.

**THE SOLUTION** Bsquared's CRp<sup>®</sup>(Customer Review process) was used to implement BAE Systems' worldwide "Customer Voice" programme which has run within the company for over ten years.

"Robust measurement of customer confidence"

Heather Coker, former Customer Voice Manager for BAE Systems explains "The Customer Voice process was identified as a key tool for understanding what our customers were thinking. It would allow us to really gauge our customer understanding and also allow us to put plans in place to improve our business which would eventually affect our bottom line."

Initially BAE Systems deployed Customer Voice with their principal customer at the time, the UK Ministry of Defence. The programme was then rolled out and embedded in the business globally with each business unit having a team leading the Customer Voice projects.

---

All data was reviewed at Board level with the results of Customer Voice being seen very much as a strategic tool. This allowed BAE Systems to really understand what their customers were thinking and how to improve the business and take it forward.

## THE RESULTS

BAE Systems found that their customers appreciated the fact that the company devoted time to really listening to what they had to say. Communicating the results back to the customer and the action planning process were seen as vital to keeping the relationship on track and building up the partnership between customer and supplier.

"Vital contribution to strategic planning process"

The company used the results from Customer Voice in its strategic planning process through identifying overall market sentiment and through having sight of key issues in individual business areas which needed to be addressed.

The process helped identify new business opportunities and supported business winning activities and campaigns. It was eventually used in the business to such an extent that it became part of Corporate Governance.

Bsquared worked as an integral part of the BAE Systems' team, supporting the central team with the launch of the Customer Voice programme throughout BAE Systems' separate businesses. Involvement in planning with individual parts of the organisation and the subsequent support of the programmes through the training, results and action planning stages and strategic level communications contributed to the success of Customer Voice in the view of BAE Systems' management.

**CUSTOMER COMMENT** *"The process helped identify new business opportunities and supported business winning activities and campaigns. It was eventually used in the business to such an extent that it became part of Corporate Governance."*

**Heather Coker, former Customer Voice Manager**  
BAE Systems

**BAE SYSTEMS**



**About Bsquared Consulting:**

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