



Improving Customer Confidence

Airbus realises the value of a long-term partnership

THE CLIENT

Bsquared has worked with Airbus Group since 2004 helping to improve customer relations and customer confidence across all businesses throughout Europe.



Airbus is a global leader in aerospace, defence and related services, employing around 133,000 people at more than 170 sites worldwide. It is a global manufacturer of the most innovative commercial and military aircraft, helicopters, solutions for armed forces and civil security and the third biggest space provider worldwide.

THE CHALLENGE

When Bsquared started working with Airbus Group, the organisation was familiar with customer satisfaction surveys. These provided a reflection of operational performance but not the true perception of the customer and their future direction and requirements. Airbus needed a process that could build and deliver profitable, long-term relationships at a strategic level.

Customers include all major airlines, national government's defence departments and the European Space Agency. The nature of the business means that the organisation has very long-term relationships with customers.

The value of Airbus customer relationships is very high and poor interactions can be costly, as Bill Black, former Chief Quality Officer at Airbus, explained: *"In a few isolated parts of our business, we know what it feels like when we have a high degree of customer confidence, and we like it. In other parts of our business, we have some customer relationships where the customer is very low in confidence in our ability to deliver the goods and services that we promised them, and in those areas life tends to be very much more difficult."*

"Targeting the most influential people in the most important customers"

THE SOLUTION

What had been missing in Airbus was a mechanism by which the organisation could accurately determine the perceptions of the most influential people in its key customers. What was needed was something which could sit on top of the Airbus traditional customer satisfaction programmes.

Airbus has used the Customer Review process (CRp[®]) consistently across its entire business since 2004. It is linked with improvement and change programmes across the businesses and customised to the requirements of the individual units.

“Raising the customers’ perception of Airbus”

Bsquared works closely with the Head Office team and their counterparts in the business unit to develop the basis of the intervention, how and why it is used and the targets. This activity is fundamental to the overall success of each project.

Reviews are undertaken by Airbus executives and deliver value straight away as opportunities or issues which the company can act on immediately are identified. The outputs from the programme as a whole provide support and insight to senior decision making that drives change and reinforces areas of advantage.

THE RESULTS

Through running the Customer Review process, Airbus has been able to better understand and act on the key areas that drive the relationship with their customers at a senior level. They have also identified new sales and further business opportunities. The activity has produced insight on customers’ future requirements at a senior level.

According to Bill Black, “Generally what the people tell us is that the process is helping them to raise the level of awareness inside their own business unit of the problems that the customers have. The business units feel that the process has been valuable and more effective at articulating things they felt they already knew, but more importantly that it’s been effective in driving a pressure to fix the customer issues.”

CUSTOMER COMMENT

“What attracted me to the Bsquared process was that it targeted exactly the same audience that we needed to tackle: the most influential people in our most valuable customers, the people whose views determine and shape whether our products and services are purchased over our competitors. This is a relatively small number of people, it’s a high level of executives generally within the customer, and so we needed a process which was different, and the Bsquared process is the only one that we found which actually fills that particular niche.”

Bill Black
Former Chief Quality Officer
Airbus

AIRBUS
GROUP



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.