



## Changing the Culture

*How DSG became more customer focused and competitive*

### THE CLIENT



**The Defence Support Group (DSG) provides the Ministry of Defence (MOD) with secure access to and procurement support services for defence equipment. Its core mission is to be a trusted partner in the delivery of assembly, maintenance, repair, overhaul, upgrade and support services for the UK Armed Forces including current and future MOD equipment acquisition and support strategies.**

DSG is at the forefront in providing engineering support services, helping MOD and the UK Armed Forces deliver their operational outputs.

### THE CHALLENGE

Originally established as a government agency, DSG became an independent trading organisation in 2001. With a civil service background, the new enterprise had limited experience of dealing in a competitive commercial market. A complete change in culture was necessary—previously contracts had been given by the MOD almost as a right. Archie Hughes, who joined in 2003 as Chief Executive, quickly found it evident that if DSG were to be able to win business it had to develop strong relationships with its customers.

*Archie Hughes: “There are a whole lot of technical requirements around what we do, and the business has always been very, very focused on technical output to the highest standard, the highest quality, but you can’t just push out that product, it goes somewhere, someone has to use it. Being focused on the customer means you are not focused on one individual, you are focused on a whole range of different people, stakeholders, who have all got an influence on that customer perspective.”*

### THE SOLUTION

Improvements in customer focus were essential to establish the competitiveness and commercial edge the business required. Archie Hughes needed a partner with a strong background in customer relationships and the ability to tailor a solution to fit its needs. Bsquared fitted the bill.

“Increase chances of winning business”

DSG used the Customer Review process (CRp®) to identify shortcomings in its customer relationships and the existing ways of working which could have been preventing DSG from winning contracts.

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## THE RESULTS

As Chief Executive, Archie Hughes carried out a number of the customer reviews himself and found that the results of these confirmed what he had learnt through speaking to customers directly.

*“The value it added was that it didn’t take just my perception of what the customer thought, it actually placed it in a framework that validated it to a degree that you couldn’t just do from your own conversations.”*

“Enabled DSG to change the culture of the organisation to be more customer focused”

Getting senior managers across the organisation to participate in the customer reviews meant they experienced direct feedback for themselves. They were also involved in internal discussions and feedback with the customer.

DSG’s aim was to change the culture of the organisation to become customer focused. The programme enabled staff at all levels of the business to get much closer to the customer and to understand their requirements. This went a good way to embedding customer focus in the business.

The metrics used by Bsquared offered DSG a robust and proven measure of the confidence the customer had in them. It also provided something that could be used as a target to aim for when it came to improving customer confidence. Although the initial programme identified low customer confidence, subsequent programmes were run with the same metrics and improvements over time were measured empirically. DSG were able, through their actions, to demonstrate a radical improvement in customer confidence and to directly secure new business.

## CUSTOMER COMMENT

*“One of the big strengths of the CRp was that it made us go and sit with customers at every level in a face-to-face structured fashion to then quantify what the customer really thought of us.*

*So from a DSG perspective, because we have got much closer to the customer and built strong, individual and collective relationships, it has made winning new business that much easier, because you have a much better relationship with the customer.”*



**Archie Hughes**  
**Chief Executive**  
**DSG (Defence Support 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.