

HOW DO YOU GET THE BOARD ON BOARD?

64%  

OF IPSOS MORI'S CAPTAINS OF INDUSTRY BELIEVE THEIR ORGANISATION

'COULD DO MORE TO UNDERSTAND THE LOYALTY OF DIFFERENT CUSTOMER GROUPS.'

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AS IN ALL BUSINESS, THERE'S A TENSION BETWEEN THE DAY-TO-DAY DEMANDS TO HIT SALES FIGURES AND DOING EXACTLY WHAT THE CUSTOMER WANTS

LOYALTY
COUNCIL MEMBER

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HOW DO IPSOS LOYALTY COUNCIL MEMBERS ENSURE THEIR CUSTOMERS' VOICES ARE HEARD?

The Ipsos Loyalty Council is comprised of some 40 senior professionals with responsibility for customer experience / management within their organisations. They represent a wide spectrum of industries ranging from entertainment, travel and retail to telecoms, financial services and energy.

AN IPSOS LOYALTY COUNCIL GUIDE TO: GETTING THE BOARD ON BOARD.

HOW TO ENSURE THAT YOUR CUSTOMERS' VOICES ARE HEARD

WALK IN THEIR SHOES

All too often, the Board is removed from the customer experience, failing to recognise that organisational concerns and customer concerns are two very different things. In this case, Board members were made to 'walk in their customers' shoes': attending focus groups and 'meet and greets' with carefully selected customers; having facilitated conversations; and, for the CEO, working in a customer-facing role once a month.

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Board Directors have higher incomes, and tend not to manage a household, so wouldn't necessarily use our service, or if they did they'd use it in a very different way to how our customers would.

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Loyalty Council Member

DIG DEEPER

A high street retailer had spent the past year investing in the single customer view, building a system that unites over 40 different data sources under one roof. Now, this integrated database of point-of-sale data, website interactions, personal shopping lists, store cards and more has replaced 'gut instinct' in understanding both customers and business performance.

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Everybody is desperate to understand what it can tell us to dispel current myths and legends about our customers, and then give us new insights to prioritise where the next big commercial opportunity is.

”

Loyalty Council Member

SHOCK AND AWE

A new product launch wasn't going to plan; the siloed nature of the business discouraged collective action. Senior Managers were failing to take responsibility and commit to finding solutions. Against this backdrop, the insight team hijacked their usual slot at the Board meeting and presented hard truths about the customer experience of the product launch – with passion. They didn't hold back, and it worked: the CEO demanded action!

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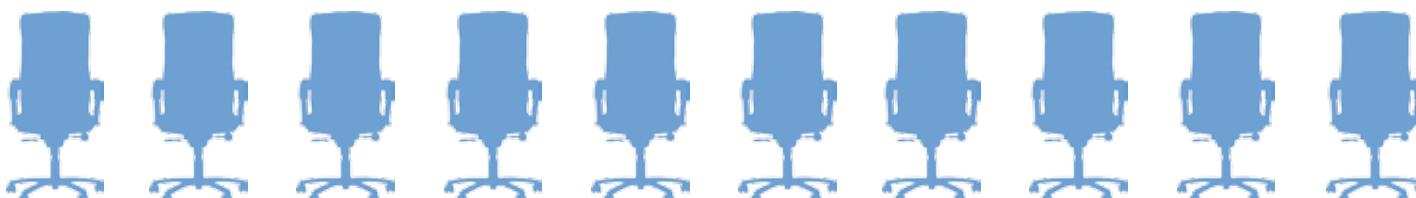
The only way to force yourself onto the agenda is in a public environment. There is something about that group dynamic and people being held to account.

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Loyalty Council Member

THE LOYALTY COUNCIL RECOMMENDS

- **Orchestrate** and facilitate carefully; leave nothing to chance
- **Show** them the average customer, not just the extremes
- **Empower** your customers – let them speak in their own words
- **Avoid** the minutiae and keep it blame-free
- **Gain** the CEO's buy-in; senior managers will attend if they do
- **Explore** diverse information sources and listening posts
- **Focus** on the actionable – don't get distracted by the interesting
- **Link** to your business objectives
- **Deliver** data in easy-to-understand formats
- **Lead** the Board by the hand: give next steps
- **Choose** your time carefully; when will they be most receptive?
- **Talk** in language they understand. Be bold and direct
- **Build** a clear argument that's easy for them to agree with
- **Instil** action at the heart of your message
- **Grab** their attention – and do it in the first 2 minutes



FOR MORE INFORMATION ABOUT THE IPSOS LOYALTY COUNCIL PLEASE CONTACT EMILY.ABBOTT@IPSOS.COM

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MORE ADVICE FROM IPSOS LOYALTY COUNCIL MEMBERS



Be very clear about what you're trying to achieve. You need to get endorsement from your leadership – that's an absolute must!

Always be guided by your company's vision, purpose and values. Explain how these translate into the customer experience you're delivering.

Don't tell them lots of clever, insightful things without explaining what you're going to deliver as a result of them. Otherwise, it's just science.



FOR MORE INFORMATION ON THE IPSOS LOYALTY COUNCIL

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