



Inspiring people to do it differently...

# Customer Charter

## CASE STUDY



## THE DESTINATION

As part of their competitive differentiation strategy, easyJet is focusing intently on their Customer Experience offering and aligned delivery. They have commenced a comprehensive review of their service, covering the whole gamut of a customer's journey, from the moment they sought to purchase a flight through to their arrival in their chosen destination.

Lisa Burger, easyJet's Head of Customer Service, was tasked with encapsulating what a customer might expect from easyJet in a Customer Charter – defining it, introducing it, embedding it and sustaining it in the hearts and minds of everyone who works for the company. She employed us to help her deliver the Charter in a meaningful and inspiring way.

## THE INTERVENTION

Our primary goal was to ensure that the Charter was not a list of words that was devised by a Board of Directors and gifted to their people as the company commandments. It was crucial that the people who deliver to the customer, day in and day out, were instrumental in articulating the Charter in their own words and echoing their own behaviours. The intention being that the more people identified with the Charter, the more likely they would own its promises in the future.

Over the course of 18 months, Sticky Change and easyJet facilitators ran workshops with a representative number of customer facing employees, both in the UK and on the continent. These 300 employees either worked directly for functions within the organisation or were third party operators contracted to manage and deliver easyJet's airport operations. It was vital that the latter group were bought into the Charter promises, as they are responsible for a major part of the company's customer experience. At all times, customer feedback, pertinent to a specific function, was an essential input into the workshops.

The workshops identified a vision for excellent customer service, highlighting what was already being achieved and therefore, needed to be maintained, as well as those areas where there was room for improvement. We consolidated and themed all the output and five clear themes emerged. Each theme was supported by a set of promises detailing the high-level behaviours that everyone would be expected to demonstrate.

Subsequently the themes were aligned to the easyJet people and brand values before being signed off by the Board. A major exercise then began to communicate

and make the promises relevant and alive for everyone who works for or in the name of easyJet. To facilitate this roll out, Sticky Change worked with the training function to design targeted workshops that would encourage participants to define what the Charter promises meant for them in their day to day role and how they could actively live the Charter. To further support, introduce and embed the Charter, we also trained Customer Champions, whose role is to continue fostering awareness of the Charter and encouraging the continued embedding of the promises at all levels of the organisation and across all functions.

## THE 'SO WHAT' FACTOR

18 months later, some 18,000 people had been introduced to the Charter and had experienced the Living the Charter Workshop and had the opportunity to define what the promises would mean in practice for them in their specific roles. The 'Book of Pledges' was been voluntarily signed by more than 3,000 employees and has been embedded into induction, training, recurrent, appraisal, reward and recognition programmes.

In the following months, the Charter went live externally and is displayed on the website, in airports and in the flight magazine. EasyJet is the first major European airline to have such a definite and significant charter that clearly defines their service promises and commitments to their customers.

"The workshops Sticky Change have led for our people on the front line and our Management and Administrative population have been excellent. Our people have been inspired, engaged with and fully involved in developing our behavioural framework that will enable easyJet to consistently deliver against its Customer Charter promises. The interactive style and energy of the Sticky Change team ensures our people not only learn, feel involved but that they also have fun along the way. We truly enjoy every minute working with the Sticky Change Team"

Lisa Burger Head of Customer Experience,  
easyJet.