

# Drive focus on the customer

Understands customer expectations and develops value added solutions and excellent customer relationships.

## First Line Managers and Technical Specialists

### Description:

Demonstrates an appreciation of customer needs and expectations. Demonstrates an awareness of external conditions that affect the business. Responds positively to requests to work on customer related issues. Effectively communicates the overall business rationale for key decisions.

### Positive indicators:

- Shares own knowledge of Warburtons customers and their needs with the team
- Appreciates that external factors influence the business and shares this understanding with the team
- Works with other departments/functions to resolve issues affecting the customer
- Decisions are taken with regard to the impact on the customer

### Contrary indicators:

- Demonstrates little interest in the customer and consumer
- Does not appreciate how external conditions impact Warburtons
- Protects own area with scant regard for the customer
- Decisions are made to suit themselves/their function

## Middle Managers and Advanced Technical Specialists

### Description:

Works collaboratively to understand customer needs and shares that knowledge to achieve the right solution. Is aware of external conditions affecting Warburtons and shares understanding with teams and individuals. Actively works across functions to deliver customer value. Considers the customer perspective in decision making.

### Positive indicators:

- Seeks out customer and consumer information and actively shares this with the team
- Understands the key external factors affecting Warburtons and shares this with the team
- Works with other departments/functions to resolve issues affecting the customer
- Can demonstrate that customer requirements were considered in the decision making process

### Contrary indicators:

- Acts on assumptions of customer needs, fails to test understanding with others
- Shows little interest and/or knowledge of the marketplace and does not discuss this with own team
- Focussed on own area of responsibility with little appreciation of other functions
- Decision making shows little consideration of the customer

## Business Leader/ Senior Manager

### Description:

Seeks a deeper understanding of customer needs and expectations. Has a firm grasp of the external conditions affecting Warburtons. Collaborates with other departments to deliver increased levels of customer value. Takes a balanced approach to making customer decisions.

### Positive indicators:

- Takes time to understand the customer and consumer and encourages the team to do likewise
- Demonstrates a sound understanding of the external factors affecting the marketplace and Warburtons
- Actively collaborates with other departments both to acquire and to share information on the customer
- Considers all the appropriate factors when making decisions that impact the customer

### Contrary indicators:

- Is internally focussed and has an outdated and limited view of the marketplace and the customers' needs
- Has no means or process for validating or developing the understanding of customers
- Has no process for nor makes any effort to share otherwise valuable customer information with others
- Decisions are made in the interests of the team ahead of the customer and the business