

**Better benefits:**

**42 wins that go beyond profitability**





# Better benefits:

## 42 wins that go beyond profitability

Business cases and KPIs around change initiatives or product design often seem to be all about the money.

It's easy to overlook the wider goods our efforts bring about, or to miss opportunities to drive outcomes that go beyond profitability.

This guide describes **42** different kinds of benefit that are worth shouting about.

Make life better for your customers

Make life better for your people

Safeguard the business of tomorrow

Be a better neighbour

Make the world a fairer place

Reduce environmental harms

Unlock future goods



# Make life better for your customers

Making things better for customers and service users should be a “no brainer”, but competing pressures can make it easy to lose sight of potential improvements. Take time to think about what your customers need, and how you can improve their experience.

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## Offer more value from products and services

Increasing the usefulness of a product or more closely tailoring a service to customer needs enhances the potential value for customers. Can the product support a wider range of uses? Can your service help customers meet multiple needs at once?

You might seek to better understand the experience and needs of specific groups of customers, and shape products to address these. Selecting effective ideation and analysis techniques to reveal underlying needs and find great solutions is key.

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## Make products + services more affordable

Offering lower prices means more customers can buy your products or services.

It's also worth thinking about how customers pay. Large, single payments may be prohibitive, but smaller, more frequent payments may be more manageable.

If your change initiative is about cutting costs, the savings could be used to make products or services more affordable; in a profit-driven environment, this may be a competitive advantage worth seeking!

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## Improve access

Improving access for customers can include addressing specific accessibility needs (such as wheelchair usage or vision impairments), but can also include broader considerations affecting all customers, including opening times, minimum system/device requirements, or customer parking.

It's important to ensure that access needs are identified early and don't fall victim to prioritisation processes that treat them as "edge case" scenarios.



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## Reduce issues for customers

Faulty products, or poor service outcomes can bring misery for customers (in addition to the extra work for the organisation to resolve defects).

Identifying and addressing the root causes of problems in product/service design and business processes (e.g. by putting in place controls) can reduce or even eliminate the risk of customer experiencing disappointing issues.

Examining complaints or returns data can be a good starting point - and anyone in a customer-facing role is sure to have plenty of examples to share!

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## Improve redress for problems

When things do go wrong, customers need to feel that their concerns are dealt with quickly and effectively.

There are various ways in which issue resolution can be improved:

- Making it easier to raise issues
- Improving response / resolution times
- Improving the extent to which redress is appropriate to their experience and impacts felt
- Demonstrating that lessons will be learned

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## Offer greater flexibility

Customers will have different needs and preferences regarding how and when they access your products or services.

Offering greater flexibility gives your customers choices.

You could consider freedom to cancel/pause/renew subscriptions, switch channels, upgrade or downgrade feature selections, or move at a pace that suits them.



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## Improve outgoing communication

Better communication means that customers get relevant and accurate information at the right time – and aren't bombarded with messages!

Consider the following aspects of how customers receive information in order to improve their experience:

- Accuracy (facts, as well as typos!)
- Clarity and language
- Timeliness
- Frequency
- Relevancy / targeting
- Usefulness

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## Enable informed choices

Customers need to be able to make informed choices. In some industries there is a regulatory obligation to help customers understand the decisions they are making.

Consider the information available to customers before they select your products or services, and look at the choices they can make after their purchase. Do they have the right information to form a clear understanding and make choices that work best for them (and not just best for the company!)?

Considering different personas and journeys can be a great way to understand what customers will know or understand at key decision points.



# Make life better for your people

Nobody wants to do work that is boring, frustrating, unsecure, or poorly-rewarded. Finding ways to make life better for those working in your organisation brings benefits in engagement, retention, and productivity.

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## Provide greater rewards for work

Yes, this might mean increasing salaries! It can also mean enabling the organisation to financially reward achievements or effort. This might be a bonus for reaching a one-off goal, or scaling rewards based on level of service attained. Non-monetary rewards can also be appreciated.

Where time and effort from your people is required to identify and enact profitability improvements in the organisation, sharing the benefits achieved can be very powerful in fostering goodwill and ongoing engagement.

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## Improve the quality of work

Most jobs are filled with many small frustrations. Removing these irritations can make tasks more pleasant for the people that perform them.

Consider how you can make work more interesting or creative, more valuable, or more fulfilling. Empowering people to make meaningful choices or to apply their expertise can make a huge difference.

When thinking about automation within processes, consider what the remaining non-automated tasks will be like for employees.

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## Improve workload demands

Ensuring workloads are manageable with the resources available can be crucial to limiting stress for employees. Constantly feeling overloaded is a horrible situation for employees.

As well as total work volumes, it's also worth thinking about peaks and troughs, and how resources can be flexed to meet these changing demands, providing additional support where needed, and avoiding boredom if things slow down sometimes.



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### Help the job fit with life outside work

Work is just one of the facets in employee's lives, and family needs, caring demands, home management, and personal interests all compete for time and energy.

Ensuring job designs - working hours, remote working, transport, on-call demands – can sit well alongside employees' other needs can really help their wellbeing. Doing so also brings the added benefit of making the organisation more accessible to a diverse range of talent.

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### Support learning

Many employees will want to continue developing their skills and knowledge. Their current role may just be one step in their career. Supporting people in their learning by listening to their aspirations, making resources available, giving them time and funding, and having conversations about their progress will all be greatly appreciated.

If budgets for training are a constraint, consider what free resources might be made available, or whether simply allowing employees to take time to develop their skills might be a step in the right direction.

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### Create more opportunities

Whether it's creating more employment opportunities within the business or enabling existing employees to move into new roles that challenge their potential, organisations can really make a difference to individuals and communities through the jobs they offer.



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## Provide more secure employment

Precarious employment - where working hours are unpredictable, or redundancies loom - can be a huge source of anxiety and worry for people.

Pursuing changes that make employment more secure and predictable will not only be welcomed; employees will be more likely to reciprocate commitment, engaging with the organisation's goals and growing together over time.

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## Improve working relationships

Difficult working relationships arise for a wide variety of reasons, causing pain for both employees the business:

- Competing goals
- Misunderstandings or lack of information
- Competition for resources
- Personality clashes
- Perceived favouritism or discrimination
- Poorly-defined rules

Identifying where relationships are breaking down, and implementing changes that address these, can make a real difference to quality of life for your employees.

The reduced friction will typically bring productivity improvements too!

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## Support a wider range of needs

People may have specific needs or experiences due to physical characteristics, mental and emotional factors, social factors, or religious beliefs and obligations.

Considering how working in the organisation is experienced by groups and individuals with differing needs, and then pursuing changes that address these, can help prevent exclusion, facilitate a respectful and caring environment, and foster a similar approach in how customers and other stakeholders are treated.





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## **Improve support when things go wrong**

There will always be occasions where people feel let down by their colleagues, their boss, or the business as a whole. An organisation that lacks effective methods for handling these situations is failing to do right by its employees, as well as creating wider problems for itself.

Putting in place better ways to raise concerns and to achieve better resolutions, can really help employees feel supported.

Problems are also likely to be addressed more rapidly instead of festering or escalating, with impacts to individual's wellbeing and disruption and damage to the business minimised.



# Safeguard the business of tomorrow

A culture of short-term decision-making and a lack of investment in resilience and agility create huge risks for the future viability of an organisation. Putting in place appropriate governance and future-proofing is essential.

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## Improve governance

A well-governed business can respond appropriately and promptly to events, treats its people and customers fairly, and engenders a healthy culture where people pull in the same direction.

Service design and changes to business operations should consider the following to foster better governance:

- Transparency
- Record-keeping
- Risk monitoring
- Escalation protocols and reporting lines
- Accountability
- Security (including cybersecurity)

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## Invest and plan for the long-term

Planning for the long-term means making decisions that favour resilience, agility, and future opportunities at the expense of expediency or short-term profitability.

Fostering such a culture requires addressing both decision-making processes and the reward mechanisms driving behaviours.

Consider the timeframe used in investment appraisals, or the expected lifespan of purchases.

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## Watch the horizon

While major global events may be unforeseeable, watching for changes in markets, culture, supply chains, or politics is vital to business agility and longevity.

Applying the PESTLE technique can be a great way to consider what might be changing externally.

When designing business operations, look for opportunities to build in horizon-scanning as a regular activity, to ensure any icebergs are spotted and the alarm raised!



# Be a better neighbour

Who wouldn't want to be thought of as a good neighbour? Luckily, there are many ways we can improve things for those around us!

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## Reduce local irritants

Different kinds of organisation can be a cause of significant pains to their local neighbourhood:

- Traffic disruption and parking issues
- Eyesores, noise or smells
- Overcrowding
- Litter and sanitation issues
- Obstruction / removal of amenities
- Demands on local accommodation

Identifying and addressing these concerns reduces the organisations negative impact on the local community.

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## Support local businesses

Organisations can be a source of meaningful changes in their local community. There are various ways to support people and businesses in the local area:

- Making facilities and resources available for public use
- Investing in skills development
- Creating job opportunities
- Partnerships and business investment
- Prioritising local businesses in procurement and supply chains

Supporting local people and businesses can help stimulate growth in the local economy and trigger a virtuous circle of benefits.

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## Improve physical surroundings

Changes to the physical environment - building design, use of office space, use of land, access - can all bring benefits to the local community if done well.

The environment can be made more pleasant for local people, destinations can be more attractive, and obstacles to access and use can be removed.



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## Build an attractive location

When an organisation invests in a location (for example, expanding in size or moving into new premises) it can improve how an area is perceived.

The neighbourhood may be viewed as "up and coming", attracting further investment from other organisations.

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## Foster community connections

Organisations engaging with their local communities can help build and strengthen connections between individuals and among local businesses.

This can create new opportunities, grow lasting bonds, and promote local cohesion.

Think about how the local community can be engaged during a change initiative, and how new connections between local people can be created.



# Reduce environmental harms

How an organisation obtains power and resources, and what it does with its waste, can damage the world we live in. Thankfully, there are plenty of ways to reduce these negative impacts – and many of these bring other benefits, such as increased profitability!

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## Use fewer materials

In addition to bringing down costs, using fewer materials means the organisation is putting less strain on sources and requiring less transportation and storage.

Digital transformation initiatives are a great way of reducing reliance on paper, such as printing or postage.

This has the added benefit of reducing costs!

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## Use more sustainable resources

Switching to more sustainable resources will be better for the planet, better for communities, and better for the organisation in the long term as supplies will be more secure and costs more predictable.

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## Cut the need for power

Reducing power needs will clearly reduce costs, but it's also going to be better for the environment.

Manufacturing processes, office space, computer processing power, heating and lighting - these can all bring huge demands on power consumption, so changes that address scale, complexity, time or rework are all likely to have a beneficial impact.



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## Reduce waste in production

Reducing defects is a core thread in methodologies such as Lean and Six Sigma. Fewer defects means less wastage of physical resources and materials.

Consider whether any waste materials can be sold on, re-used for other purposes, or recycled.

Of course, reducing waste also improves profitability!

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## Reduce pollutants

Pollutants might include litter and refuse, gas or particle emissions, and chemical or effluent leakages and run-off.

Changes can be pursued that limit the following:

- Risk or frequency of release
- Volume
- Impact to the natural environment, to wildlife, and to the public

Initiatives to improve the effectiveness of risk management and control mechanisms can be hugely useful in this area.

Sourcing materials locally keeps supply lines shorter, reducing pollution (and reducing risk at the same time!).

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## Create more sustainable products

Reducing the impact of products on the environment can include changes to materials or packaging to enable recycling. Ensuring customers have the means to easily initiate recycling is important.

Designing products that can be repaired, upgraded, or repurposed rather than replaced also improves their sustainability, and ensuring customers have information about this will make it less likely your product will just end up in the bin



# Make the world a fairer place

Organisations have the power to influence the wider world around them, providing protections and unlocking freedoms for people around the globe.

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## Remove barriers to participation

Personal, social, and economic factors can limit people's access to services, or their ability to be part of the wider community or make their voice heard.

When considering change initiatives, think about what additional opportunities might be unlocked for marginalised or excluded groups:

- Design of products or services
- Marketing and pricing
- Brand and voice (e.g. sponsorship)
- Use of resources
- Use of premises/facilities

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## Remove exploitation in your supply chain

Building a supply chain where people are paid fairly and treated well can be really challenging in some industries (e.g. in the extraction of precious metals, or where manual labour is used intensively). Designing processes that ensure appropriate due diligence is performed and information maintained is key.

Championing good practice also encourages better behaviour among competitors and promotes awareness among customers and the wider public.

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## Reduce talent drain

Seeking to lure workers from poorer countries in order to minimise wage bills can lead to a drain of talent and suppression of economic development.

Ensuring that changes pursued in the organisation do not rely on sourcing cheaper workers abroad to the detriment of their home communities is essential.



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### **Make knowledge freely available**

Organisations often accumulate knowledge and information, e.g. through data insights, know-how, or product designs.

Protecting knowledge may create a competitive advantage for an organisation, but making information freely available can create social goods through learning, analysis, and sharing of ideas.

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### **Reduce risks of rights being infringed**

Organisations can use their voice to help ensure the rights of their customers and the wider public are not infringed through negligence or malpractice.

Through the use of its information, access, and reach, your business can:

- help customers and the public understand their rights and the obligations of others
- identify and highlight where rights are at risk of being infringed
- support action to champion protections (or redress) for the public





# Unlock future goods

We can do more than just improve the world we find ourselves in right now – we can make it easier and more likely that future goods will be achieved by ourselves and others.

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## Foster learning from experience

Make it easier for lessons to be learned about what worked well and what didn't:

- Ensure lessons are caught and captured
- Consider opportunities that may have been missed
- Design future processes that look back at past lessons and can adapt to do things better
- Share lessons with others that face similar challenges

This ensures failures aren't repeated, while successes can be replicated and built on in the future.

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## Unlock resources to pursue better changes

Your people may be full of ideas and enthusiasm to pursue changes for good but be missing some key enabler.

Think about what you can change to unlock the following:

- Time
- Space (virtual or physical)
- Money
- Materials
- Knowledge or expertise

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## Influence the behaviour of others

Behaviours are often guided by what is rewarded and celebrated or discouraged and punished.

When implementing change, consider how culture may be affected, and ask whether it will be promoting the kind of behaviours you'd like to see.

If a change initiative leads to great outcomes for customers, your people, or the world at large, shout it from the rooftops!



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## Make it easier for others to do good

Plenty of people outside your business (individuals and other organisations) will want to do good things, but don't have the resources or knowledge to make that happen.

You can make it easier for those outside your organisation to pursue changes for good by:

- Providing physical or virtual space for others to use
- Allowing your talented people to facilitate ideation and change
- Funding or promoting great initiatives

When pursuing a change initiative, consider how these could be made available to others.

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## Enable development of new ideas

Innovation is enabled through creativity and can be fostered through the sharing of ideas and experiences.

Think about how you can put in place vehicles or platforms that enable and encourage this. This might include building-in feedback or sharing features, or by giving people the freedom to have conversations and express their thoughts and ideas.

