



*CREATING MAGIC MEMORIES*

**+113%**  
**INCREASE IN**  
**CUSTOMER**  
**COMPLIMENTS**

**PASSENGER**  
**NUMBERS**  
**INCREASED BY**  
**16%**

2017 UK CUSTOMER EXPERIENCE AWARDS

**WINNERS**

**IN LEISURE & HOSPITALITY**  
**SECTOR**

**&**  
**BEST TRAINING PROGRAMME**  
**CATEGORIES**

## The Challenge

Red Funnel is the pivotal link between Southampton on the UK mainland and the popular holiday destination of the Isle of Wight. But with strong competition on their doorstep Red Funnel recognised that increasing their market share would require a competitive differentiator that went beyond price or convenience. So in 2014 Red Funnel defined its vision of becoming the customers' choice and preferred partner to the Isle of Wight, and set about turning its aspiration into reality by creating an end-to-end customer experience that was a meaningful and memorable part of their customers' holidays. To achieve their goal, the leadership team focussed on their fleet, their on-board services and their external branding and promotion, knowing the key to success was to deliver the new customer promise through their people. The challenge was to create the conditions for a customer first culture to thrive.





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### The Solution

We 'launched' Red Funnel and its new brand proposition to every employee with a very clear message: 'Think Like a Customer'. After spending time in the business speaking to leaders, employees and customers we identified the vital human touchpoints that were valued most by Red Funnel customers and understood the operational challenges employees and managers faced day-to-day.

Our goal was to engage employees with a clear line of sight to the new vision, they recognised what they needed to do differently both with each other and with their customers. By seeing everything through the customers' eyes, especially under pressure, they began to see the opportunity that would set Red Funnel apart from its competitors.

### The Approach

We designed and delivered a series of experiential events live from the Solent on-board Red Funnel's flagship vessel the 'Red Falcon'. The new customer value proposition was brought to life in a film showcasing their employees' pride and passion in working for the brand and the aspirational human to human experience in action. In the room we held the mirror up on the current service reality, inviting participants to identify service improvements that would deliver meaningful people centric culture change. A bespoke management and coaching programme was also delivered to ensure managers had the mindset and tools to lead the culture change from the front.

