

About the role

Role

Customer Outcomes Insight Manager

Location and hours

Edinburgh, London, Bristol *35 hours, three days in the office - regular travel expected*

Band

Senior Expert

Salary

Competitive salary plus benefits

What you'll be doing

Leading the design and delivery of customer outcomes insight across MO, you will provide robust evidence that customers understand our products, services and communications and that MO are delivering good outcomes throughout the customer lifecycle.

Working as part of the Customer Insight & Analytics team and reporting to the CX Insight Lead, you will be responsible for designing and delivering a programme of insight and research that supports MO's Consumer Duty, responsible lending and product governance obligations.

You will lead research into customer outcomes and customer understanding. This will include, but not limited to, reviewing existing HEARTbeat (Voice of Customer real-time feedback) programme, developing customer understanding research programme utilising Headlight Customer Panel and support monitoring and reporting of outcomes initially focused on revised mileage proposition and other areas where there is a foreseeable risk of customer harm. This will include testing whether customers understand key information such as mileage allowances, potential excess mileage charges, affordability considerations, available support and the actions they can take during their lease.

The postholder will work closely with Legal & Compliance, In-life Customer service and Operation Teams, Finance, Marketing Communications and CX team, Tech teams and wider Customer Insight & Analytics colleagues to bring together customer research, behavioural evidence, operational data and management information. This evidence will be used to assess whether customer communications and interventions are effective, identify emerging risks and recommend improvements.

The postholder will establish repeatable approaches for testing customer understanding before and after communications are introduced. This will include qualitative and quantitative research, comprehension testing, behavioural analysis, surveys and targeted research with customers who may be vulnerable or at greater risk of experiencing poor outcomes.

Key to the role will be to ensure that research findings are translated into clear, timely and actionable insight. The postholder will support the Responsible Lending and Consumer Duty Outcomes Monitoring Framework, product and communication reviews, governance reporting and decisions about customer interventions.

As subject-matter expertise on customer understanding and customer-outcome research, the postholder will influence stakeholders to adopt evidence-based approaches and ensuring research remains robust, inclusive and aligned with regulatory expectations.

You will support the Head of Customer Insight & Analytics and the Customer Experience Insight Lead in embedding a culture in which customer outcomes are actively monitored, emerging harm is identified early and customer evidence is used to improve products, services, communications and support.

Main responsibilities

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- Design, deliver and continuously improve MO's customer outcomes insight programme, ensuring it provides reliable evidence of customer understanding and customer outcomes.
- Lead and deliver customer-understanding testing of key customer communications, including renewal communications, product information, statements of responsibility, mileage warnings, digital content, calculators and customer-support information.
- Assess whether customers understand important product features, potential costs, risks, available choices and the actions they may need to take.
- Develop and maintain a structured programme of pre-launch and post-launch communication testing, using appropriate qualitative, quantitative and behavioural research methods.
- Lead and deliver research into the outcomes experienced by customers across the full lifecycle, including application, onboarding, in-life support, changes in circumstances, end of lease, charges, vulnerability, forbearance and complaints.
- Provide customer evidence to support the Responsible Lending and Consumer Duty Outcomes Monitoring Framework and Motability Operations' assessment of the four Consumer Duty outcomes: Products and Services, Price and Value, Consumer Understanding and Consumer Support.
- Identify gaps in customer understanding, patterns of customer behaviour and early indicators of potential or emerging customer harm.
- Evaluate whether customer interventions are effective, including whether warnings, communications, calculators, support journeys and other actions change customer understanding or behaviour.
- Work with Data Science, Analytics and operational teams to connect research findings with behavioural and outcome data.
- Design and deliver research that explores the experiences of different customer groups, including customers with characteristics of vulnerability and customers at greater risk of financial difficulty or unexpected charges.
- Ensure research is inclusive and accessible, reflecting the communication and support needs of MOs' diverse customer base.
- Produce regular customer-outcomes and customer-understanding reporting, clearly explaining the strength of the evidence, emerging themes, risks and recommended actions.
- Establish appropriate customer-understanding measures, benchmarks and indicators that can be tracked over time and incorporated into Consumer Duty and responsible lending reporting.
- Translate complex research and data into clear, engaging insight for operational teams, senior leaders and governance forums.
- Support product, service and communication owners to respond to research findings, agree actions and evaluate whether completed changes have improved customer outcomes.
- Maintain a clear evidence base and audit trail of research activity, findings, decisions and resulting actions to support internal governance and regulatory assurance.
- Commission and manage external research agencies where appropriate, ensuring work is delivered to agreed standards, timescales and budgets.
- Develop research standards, tools and guidance for customer-understanding testing and customer-outcome evaluation across Motability Operations.

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- Evaluate emerging research tools, artificial intelligence capabilities and methodologies that could improve the quality, speed and scalability of customer-outcomes evidence.
- Contribute to the wider Continuous Research strategy and roadmap, ensuring customer-outcome research complements Voice of the Customer, HEARTbeat, Customer Satisfaction Index and other customer-listening programmes.

Minimum criteria

- Proven experience designing and delivering customer, market, behavioural or user research using a range of qualitative and quantitative methodologies.
- Experience testing customer communications, comprehension, decision-making or customer journeys.
- Good understanding of Consumer Duty and the role of customer research in demonstrating customer understanding and good customer outcomes.
- Ability to design robust research that identifies differences between what customers say they understand and how they behave in practice.
- Strong appreciation of different research methodologies, including qualitative interviews, focus groups, surveys, comprehension testing, behavioural research and journey-based research.
- Experience translating research findings into practical recommendations that improve customer communications, products, services or support.
- Strong analytical and problem-solving capabilities, with the ability to combine customer research with operational and behavioural data.
- Ability to articulate complex evidence for a non-technical audience with clarity and in an engaging way.
- Excellent interpersonal, communication and influencing skills, with the confidence to constructively challenge stakeholders where evidence indicates a risk of poor customer outcomes.
- Experience managing research partners, suppliers or agencies.
- Strong organisational skills and the ability to manage multiple research activities and stakeholder priorities.
- A commitment to inclusive research and an understanding of the needs of customers who may be vulnerable or require additional support.
- Educated to degree level or able to demonstrate equivalent professional experience, ideally in customer research, behavioural science, psychology, social research, statistics, operational research or a related discipline.

Desirable experience

- Experience working within financial services, consumer credit, leasing, insurance or another regulated sector.
- Knowledge of consumer duty, responsible lending, product governance, customer vulnerability, affordability, forbearance or complaints.
- Experience providing research evidence for senior governance, assurance or regulatory reporting.

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- Experience using survey and research platforms such as Qualtrics, Medallia or InMoment.
- Experience working with data-science or analytics teams to link attitudinal research with behavioural and operational data.
- Experience of agile ways of working and managing an insight or research workstream.

Who you'll be working with

You will be part of the Customer Insight & Analytics team, which brings together a wide range of customer research, insight, ux research analytics and data expertise. The team enables Motability Operations to turn customer evidence and data into better customer and business outcomes.

You will work for the CX Insight Lead and colleagues responsible for continuous research.

You will build strong partnerships across MO particularly with Legal & Compliance, In-life Customer Operations, Finance, Product, Marketing Communications and Customer Experience and Technology. You will act as a customer-insight partner, helping these teams understand the outcomes customers experience and the changes needed to improve them.

You will also work with external research partners and specialist agencies where additional expertise or capacity is required.

We'll check these

DBS and qualification checks

We're Motability Operations

About us

We're the company behind the Motability Scheme. We exist to deliver smart, sustainable solutions that improve our customers' mobility in a fast-changing world. We're the UK's largest car leasing company and we help over 850,000 people get on the road.

We employ over 1800 people, across London, Bristol, Edinburgh, and Coalville. We know our people are key to our success, so we aim to create an environment that allows our employees to flourish. We look for highly motivated people with a combination of commercial sense and real enthusiasm to meet our customers' needs.

What we do

We lease a wide range of tailored mobility solutions to people who receive one of the Government's qualifying mobility allowances. Our customers choose a car, Wheelchair Accessible Vehicle (WAV), scooter or powered wheelchair that best suits their needs. We take care of their insurance, breakdown, servicing and more, as part of our worry-free package.

At the end of the lease, our customers can exchange their vehicle for a brand-new model. Each year we sell and move around 200,000 cars. This makes us the largest supplier of single-source vehicles back into the used car market.

The Scheme has been providing affordable, worry-free motoring for over 45 years. We pride ourselves on delivering outstanding customer service, with an independent customer satisfaction rating of 9.6 out of 10.

How we work

We work in a hybrid way. That means remotely for up to two days each week and in our great office spaces the rest of the time. This gives us a good work/life balance and lets us collaborate and deliver for our customers. [Visit our website](#) to find out more.

Motability Operations

We do our best to accommodate part-time and flexible working requests, where possible, to build on our culture of trust, empowerment, and flexibility.

Our beliefs and values

We believe in building a diverse workforce, where our people are empowered to attend work as their true selves. We encourage people from all backgrounds to apply.

We want to sustain a nurturing culture. And our people to be rewarded equally, regardless of race, national or ethnic origin, sexual orientation, age, disability, or gender.

Our values are at the heart of everything we do:

- We believe no one should be left behind → We find solutions
- We believe we must take the lead → We drive change
- We believe everything starts with the customer → We care

What we can offer you



Pay: competitive salary, with a yearly discretionary bonus, based on your performance



Holiday: 28 days, and you can buy and sell days



Pension: 15% non-contributory pension (9% during probation)



Health and wellbeing: Private Medical Insurance cover available for all employees and free health screenings for over 50s. Life assurance at four times your basic salary, to give you a peace of mind. Free access to healthcare apps like Peppy, Unmind, and Aviva Digital GP. Mental Health Allies and an Employee Assistance Programme



Development: A library of internal training on our myLearn platform



Family friendly: We have competitive family leave policies



Diversity and inclusion: We embrace the diversity of our people and empower them to come to work as their true selves. We want them to flourish and be rewarded equally. We have Employee Network Groups, and we pride ourselves on being inclusive and all our offices have first-rate disability access



Helping our community: One volunteering day each year, and access to volunteering platform Neighbourly



Schemes: Car Benefit Scheme for electric and hybrid cars. This means you can lease a brand-new electric or plug-in hybrid car, with insurance and more, for a fixed monthly amount. Cycle to Work Scheme. Employee Discount Scheme, to save money across lots of retailers



Other, voluntary benefits: charitable giving, critical illness insurance, dental insurance, health and cancer screenings for you and your partner, discounted gym memberships and season ticket loans, free fresh fruit and snacks in the office