

## Contact Centre to Customer Management Services Innovator: An Epic Journey for HEROtsc

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### Overview

HEROtsc is surely changing the working dynamics of the Contact Centre Industry, by moving out of the comfort zone, and being a Business Solution Provider for large and Global Businesses and adding significant value, to their businesses and the way they interact and manage their Customer base.

2010 has seen the UK's fourth largest contact centre company record a number of notable business successes and deliver a significant increase in staff numbers based on a radically innovative business engagement model, to bring transformational initiatives to its customer's landscape.

The company's heavy investment in, and commitment to, staff training, learning and development and the introduction of a new business service model has produced impressive results in terms of performance, business and staff retention and growth – despite the economic downturn.

The company now has a network of eight UK sites, plus a contact centre in Gurgaon, India - run by its UK-based management. We are proud of our recent growth and are confident that our continued commitment to staff learning and development, and focus on delivering innovative and valuable customer management solutions will lead to strengthened partnerships with existing clients and further opportunities of expansion.

How did HEROtsc perform so well in the difficult trading conditions of 2010?

A look at the company's assets, strengths and visions for the future, will highlight the changes impacting the transition of the company from a contact centre player to a more valued Business Solution Provider space.

### Business Growth – Retention, Expansion and New Clients

Since its early beginnings in 1993, the company has shown the skills and professionalism to gain new business and to work proactively in partnership with existing clients to grow the business relationship with them.

That was illustrated most vividly in early summer 2010, when Vodafone UK announced it had formed a six-year strategic partnership with HEROtsc who would become their sole UK outsource provider for customer services.

The strength of this partnership was underlined when the Vodafone in-house centre in Warrington's Birchwood Park, specialising in servicing Vodafone's most valuable consumer customers, became part of the HEROtsc network with the 600 staff transferring across

The HEROtsc/Vodafone relationship has expanded hugely since the companies first started working together in the late 90s. The development of the Vodafone relationship has meant more jobs for HEROtsc's current Vodafone-dedicated sites in Kilmarnock and Dunoon as well as significant additional work for their Dearne Valley centre. The scope of activity has also significantly widened, embracing customer service, collections, credit management, and channel support.

Further expansion is predicted as HEROtsc ultimately becomes Vodafone's sole UK customer service outsourcer.

Elsewhere HSBC, a long-term HEROtsc client renewed its commitment for the company's Aviemore centre in 2010 while BSKyB, a new client in 2009, has quickly expanded its relationship with HEROtsc, reaching almost 900 jobs spread across the company's Larbert and Greenock centres in little over a year. This year also saw advent of new Global Clients as BT & eON joining the ever expanding company client's landscape.

## Management Strength – Stability Mixed With New Talent

Like all successful companies, HEROtsc seeks to preserve executive stability while always realising the importance of attracting new talent – with fresh thoughts and ideas – to their senior management team. The company has demonstrated this with significant new hires at the middle management level to push the boundaries in thought leadership.

This is particularly evident in Customer Analytics and Staff Development where the company has developed new proprietary methodology and solutions which are providing step change performance for their clients and are leading the way in the market.

At board level, the Chief Financial Officer and HR and Commercial Director have been with the company for a number of years, while Chief Executive Officer David Turner's recent appointments include a new Chief Operating Officer and Chief Marketing Officer, who have brought significant additional experience to the business.

Most importantly, HEROtsc operates a culture of promoting from within. Employees are encouraged to maximise their potential fully and the company's mid to senior management features a number of employees who have steadily worked their way up the promotion ladder, including this year a number of people who have progressed to Head of Department level. Most of our first line managers have developed into this position within the business, supported by our unique HEROtsc Management University programme.

HEROtsc, through its Path for Success and personal development programmes, strives to provide all employees with every opportunity to progress within the company. The development of management and leadership talent is a key cornerstone of our strategy to differentiate in the contact centre market in terms of the outcomes, value and innovation we deliver to our clients.

The high levels of motivation, commitment and satisfaction of our people are a major contributor to the superior operational performance we deliver to our clients which has fuelled our business growth.

## Why Our Expertise Is Good News for Our Clients

HEROtsc's approach to delivering outsourced customer management solutions is to work closely in partnership with clients to help them achieve three key business goals – reducing the cost to serve, improving revenue and profitability, and improving customer advocacy and retention. We have made an extensive contribution to our clients' business success over the last twelve months in all of these areas.

In our quest to innovate new customer management solutions and deliver the best customer delight in the outsource provider sector we have launched industry pioneering- *Smart Series™* of Customer Management Solutions. These propriety solutions have been developed to deliver our clients and their customers, market leading business services, focused on providing great customer interactions and significant commercial benefits.

In terms of reducing cost we have led the way on understanding the root-cause drivers for customer contact volumes and then identifying and reducing non-value adding contact types. We have also secured significant reductions in repeat and transferred calls through improved first touch resolution.

Perhaps even more significant is the role we have played in improving the customer experience for our clients' customers. We have championed a focus program, on driving up Net Promotion using a range of innovative approaches, including our "REACH" methodology for understanding customer issues and pain points and our Model Office approach to test and refine service improvements prior to full deployment.

As a result we have delivered significant improvements to net promotion and customer satisfaction that have directly contributed to our clients achieving reduced customer churn and improved average revenue per customer.

Finally we have supported our clients to improve their revenue through our sales in service methodology, delivering superior results with respect to new product sales and upgrades. The additional revenue we deliver is helping change the perception of the contact centre from being a cost to a source of real business value creation.

## The Ideas and Innovations That Mean Savings

HEROtsc strongly believes that compelling service can only be delivered through true insight into customer behaviour and expectations and we have created a specific HEROtsc Customer Insight practice dedicated to this aim. Central to our approach is the creation of actionable data from which to make measurable process and service improvements. We use a variety of experience touch-points including direct customer feedback and extensive facilitated insight from our front-line staff, tapping into their experience of having millions of conversations with our clients' customers every year.

We have developed our own innovative methodology, called HEROtsc Call Track, which enables us to pinpoint for our clients the primary reasons that customers make contact and understand in depth the customer interaction experience. Through this approach we have been able to deliver 40% reduction in contacts for Vodafone's PAYG business while significantly improving customer advocacy, winning regular external awards for the quality of service we deliver. This innovation and thought leadership underpinned the decision by Vodafone to move all of its UK based customer service activity to HEROtsc.

We have also innovated widely in our core capability areas. The HEROtsc Management University is widely acclaimed for both the breadth of management development it provides and also for the innovative experiential and evidence-based approach to learning on which it is founded. We currently have over 100 managers undertaking our core Management University Undergraduate programme and have recently launched our Post Graduate programme aimed at developing more senior managers.

We also innovate widely in the use of technology. Some notable progress here include the development of a rich data warehouse environment to support our customer insight and performance improvement activity, and highly effective developments of web-based portals to support both our client business - the Sky Management Portal being just one example - and also our management community. We have also developed and implemented a communications tool, called HERO NewsWire, that enables the rapid and effective dissemination of information in real-time.



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