

Providing exceptional customer experiences

- *How do I build an effective multi-channel Contact Centre?*
- *How do I know if my customer service operation will fit my strategic direction for the foreseeable future?*
- *I am told that my Contact Centre is inefficient, unproductive and delivers a poor customer experience but where do I start the improvement process?*
- *My customer systems and processes are disparate and don't help deliver a great customer experience – how can I change that quickly?*
- *How can I go about a real cultural change in the business?*
- *How can I quickly get to grips with understanding the real key business drivers from a customer perspective and what makes the difference?*
- *How do I manage multiple projects across different functional areas of my business but still deliver real value to the customer?*
- *My Finance Director says that I must take x% of my cost base out within 6 months – how do I evaluate the options?*

“We are specialists in developing, maintaining and managing all aspects of how end customers experience their engagement with your organisation. We develop real end-to-end capabilities, based on customer and stakeholder needs, expectations and desires through efficient, effective and motivated operations”.

When considering the delivery of great customer experiences, many organisations are often faced with a miscellany of different advice. Some proposed strategic solutions seek to add value but often end up by simply adding cost. Others involve impractical, ill-conceived and disconnected processes or poorly performing systems that can often lead to sub-standard operational delivery.

Coalesce Consulting have a wealth of practical, hands-on experience in defining and delivering (few can actually do BOTH in reality) exceptional customer experiences. We do this by focusing on the needs of the business, the customer and those who deliver service – all of which have to work together to ensure the delivery of real success.

We believe in the power of people. If you don't have motivated people to deliver great service, then you won't have motivated customers and you are unlikely to be anything other than below average when it comes to your customer service.

Our focus is therefore on people, the vital ingredient of differentiation, at all ends of the spectrum. BUT we combine this with a wide experience of defining, designing and implementing the key things which help people

deliver radically better outcomes, radically better experiences:

- Customer-centric processes.
- Co-ordinated systems and technology.
- Focused project management.
- Best practice operational procedures.
- Highly motivated, skilled and trained staff.
- Clear strategic direction.
- Business-driven performance indicators.
- Clear change management.
- Single team purpose.
- Management of customer expectations.
- Exceptional customer and staff feedback and action planning.
- Trialling or 'Incubating' new concepts or services change.
- Benchmarking peers and competitors – in and out of sector.

...all designed within a framework of consistency, effectiveness and efficiency.

Even, or perhaps particularly, for those organisations which might have a so called 'captive audience' the focus on customer service is VITAL.

So what can we offer? Apart from our key differentiator which is delivered by hands-on, practical, highly experienced and knowledgeable individuals across a wide range of market sectors – profit and not for profit, UK, European and Global – we offer a truly end-to-end, one stop service for our clients, by way of a clear pick and mix menu embodying a

number of 'products' and services. We actively help you to be the master of your own destiny by helping you design and deliver practical, commercially viable and strategically focussed projects and action plans that deliver exceptional customer experiences:

Coalesce Consulting portfolio

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Strategy	Operational Reviews/ Audits	Programme & Project Management	Supplier Procurement & Management	Systems & Technology	Business Drivers KPIs & Performance Metrics	People
						
8	9	10	11	12	13	
Processes	Operational Management	Incubation	Customer Surveys	Benchmarking	Outsourcing	
						

1. Strategy

We review existing strategies, develop new ones and bring stale strategies to life. We facilitate workshops to help determine the overall organisational vision and then relate these back to individual functional plans.

2. Operational Reviews/Audits

We assess your current operations, locations, people, competencies, technology, systems, processes, reporting, knowledge management, KPIs, measures, modelling and forecasting, locations, etc, etc – against your strategic direction and intent. We then output operational action-driven change initiatives to move the business forward.

The process uses a set of formal quantitative and qualitative methodologies. These methodologies are used to establish weightings and ratings (expectations versus actual performance) of a number of key factors from both the client and the provider(s) and assess differences and gaps to develop an action plan for change and/or improvement – a performance balanced scorecard.

3. Programme & Project Management

All parts of an organisation have an impact on the customer experience and managing projects can be challenging and complex. We have a wide set of skills and experience, gained through multiple hands-on projects managing many different requirements in parallel with a well-established reputation for delivering major change programmes to time, cost and plan.

4. Supplier Procurement & Management

Structure, definition, writing and management of ITT (Invitation to Tender)/RFI (Request for Information)/RFP (Request for Proposal) processes to engage external partner(s) and ensure that separately and collectively add genuine value to the service proposition and work together to ensure continued market differentiation.

This Coalesce Consulting capability covers user requirements definitions, technical requirements and architectures and commercial terms of engagement, the engagement, integration and on-going management of selected suppliers (for example, technology providers, outsource partners) as necessary.

5. Systems & Technology

A key component in the customer management proposition is the systems and technology required - often very different type of systems are used within different sectors, which adds to the challenge. We can provide user, technical and commercial specifications, management and other services to enable the best, most consistent and unified use of systems and technology.

6. Business Drivers, KPIs & Performance Management

The development of KPI's and Business Drivers can be a complex matter if real experience and understanding of the customer service elements is missing. We provide real knowledge and practical experience in this area and can quickly establish the key drivers and performance measures for your business as well as the practical mechanisms for delivery, together with data analysis and management reporting. We also have extensive experience in the forecasting of contact volumes and proper resource management.

7. People

People are the absolute key to the delivery and differentiation of service. We can manage or advise on recruitment, selection, structures, forecasting and scheduling, performance management, training and development and indeed most all people issues based on substantial practical line management experience.

8. Processes

We map, design, redesign, and implement processes that have a real customer focus whilst still being realistic and practical in terms of the systems and support tools available and also in the context of everyday commercial needs.

9. Operational Management

We have unique access to a wide range of skills and competencies and can provide interim or permanent resource or an entire management team to undertake agreed work assignments – day-to-day functional management and direction, preparing business change programmes, strategic design, project/programme management, process design, etc.

10. Incubation

Launch of new products and services (or re-launch of existing ones) involves many decisions from marketing and service delivery people alike and often the day-to-day contact centre infrastructure is unable to properly support early strategic change.

Our solution provides a highly focused 'incubator' capability using selected resources in a selected location. Incubator is a 'virtual' team consisting of cross-discipline resources - a team which builds an entire end-to-end capability both individually and collectively.

11. Customer Surveys

The ability to listen to customers is one thing but the willingness to hear what they say and action necessary change is what separates successful customer-driven organisations from the norm.

We have considerable experience in the design of customer satisfaction surveys but are focused on those which give feedback as well as ask for it; on establishing what service elements are important to the customer and then establishing performance against expectation; on driving out detailed action plans to embed change based around feedback; linking knowledge gathered with training, staff selection and rewards.

12. Benchmarking

Benchmarking how your service experience rates alongside your market sector peers can be a highly valuable activity – although more importantly is often how you stay ahead of the pack and create your own levels of performance to which others aspire rather than the other way around!

With our extensive knowledge of the public and private sectors we are also able to ensure your benchmarks do not just cover your sector but embrace the wider customer service marketplace – against which your customers will most certainly judge you.

13. Outsourcing

To outsource or not to outsource – a question being increasingly asked.

Do you really need to outsource? Is the decision to outsource based on cost or value or both? Do you have strength and depth of internal resource to manage a third party partnership? Are they likely to improve service delivery? Do your current partners truly deliver against your requirements and those of your customers?

Our base philosophy here is that **IF** a decision is to be made to outsource or move elements of operations then it is important that broken processes and practices are repaired first. Moving broken processes results in 'ground hog day' situations.

Given our broad competence in the onshore AND offshore marketplace, we can provide detailed practical advice and assistance with preparing tender responses; helping you move forward with a contractual relationship; acting as change agents; identifying what outsourcer is right for what processes (our knowledge of market players is extensive).

To discuss how Coalesce Consulting can help to transform your business contact us:

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