

# SWCCF Contact Centre Awards 2015

---

## Category: Best Outsourced Contact Centre

Teleperformance Nespresso Programme and Team

Prepared by Candre FiaCandre, Business Manager and Terry Dixon, Client Services Director

### Introduction

Teleperformance has worked with Nespresso since 2009. During this time we have worked in true partnership with the client team to ensure our dedicated and Bureau customer experience management programme meets the quality and grade of service standards their customers expect.

### SWCCF Award Questions:

*Please address the following questions/requirements:*

- *Demonstrate your understanding of your client's aims and objectives and how you've worked together to fulfill these successfully*

While we've worked with Nespresso for more than five years, like every business, the client is constantly evolving and its business goals are regularly renewed and refocused. In the period of April 2014 to March 2015 the business has continued to grow at around 30% year on year and with that growth has come the requirement to expand the channels available, the hours of operation and the necessary associated infrastructure required to support this expansion.

Understanding Nespresso's aims and objectives is more than simply responding to a contact centre brief with the appropriate SLAs, KPIs and operational model.

Nespresso is fundamentally a club whose members love coffee and specifically the Nespresso brand experience of discovering, purchasing and sharing their passion with each other. Club members (customers) have a high expectation of service associated with a brand that is unavailable in high street shops and supermarkets, for which they pay a premium price and for whom the Nespresso coffee machine in their kitchen is as much a statement as an AGA cooker or a Smeg appliance.

The Teleperformance team in Moon Street, Bristol, has been at the heart of this business model since it began. Terry Dixon the Client Services Director and Candre FiaCandre, Business Manager, have been with the programme since it began:

- Working together with the client team over this period of time has meant that we, as the Teleperformance team leadership, have been able to develop an

intuitive understanding of the client's business objectives as the contact centre operation in Moon Street is essentially the engine that powers the business vehicle - the Nespresso Members Club.

Of course, neither the client nor our team are telepathic and in a busy customer-centric operation so critical to the success of the Nespresso business, we have established the necessary quality processes and governance infrastructure to ensure management of all day to day tactical activities are aligned with the overall business strategy and goals.

We work very much on a 'mi casa es su casa' basis with Nespresso and in fact it is the only way such a model could work:

- Understanding the business on both parts is broken down into monthly, quarterly and annual business reviews with daily 1-2-1s with the client by phone and weekly team conference calls with the client decision makers.

Because it's a club model with the contact centre at the heart of the entire business, we know there's a litany of customer experience touch points across broad range of possible scenarios that matter deeply to the client. And we understand this on a commercial basis too. What we do is not separated out from the wider service, it is the service and is totally driven by the living and breathing of the Nespresso culture and brand:

- Because our aim right from the start has been for the client/outsourcer relationship to be a true partnership, that we wouldn't and couldn't be just a supplier to make this work, we have become trustworthy guardians of their brand and the commercial fortunes of their business.

In this unique business model Nespresso is anticipating the 'show rooming' aspect that is becoming more normal in retail. The Nespresso stores are essentially 'club member' environments where 'newbies' can taste the latest blends alongside seasoned aficionados. These are retail paeans to the Nespresso experience in all its aspects with all the accoutrements of the art of coffee making on show.

The real business of joining the 'club', ordering products and coffee are all done over the telephone.

- *Provide two examples of how you've helped them through the effective and professional delivery of a range of services*

### **Example No.1: Outbound Customer Contact**

Over the past year we have developed an outbound customer contact channel to support customer acquisition.

Nespresso pursued their outbound strategy with an in-house team but found it difficult to sustain. We were able to offer them the capacity, the flexibility and the willingness to support the outbound customer acquisition goals.

This started off manually and once we were able to prove the model, we suggested using a dialler solution and this enabled us to support much larger contact volumes expanding from 1,000 to 10,000 that simply can't be done in a simple system. This was also more cost effective for Nespresso:

- We were able to deliver an instant uplift even at the manual stage, and when we went on the dialler the contact rate uplifted considerably because when we could make more contacts and the dialler auto-scheduled contacts and we were able to achieve their numbers.

Since then the service has further developed to become a 'sales through service' model. Our 'coffee specialists' as the agents are titled discuss coffee and encourage customers to order online or on the call.

Outbound has therefore changed from just an information dump to being an element of sales that has driven growth for the client.

### **Example No. 2: Email Customer Service**

Also last year we began providing an email customer service channel. This was once again to help support the client who had not anticipated how popular the channel would be for customers.

We were able to provide people to train at short notice for Nespresso whose internal team was facing a significant back log. We were able to train people from the existing programme but also we recruited specifically for the role. This surprised the client as they felt the role required staff to have handled telephone calls for a considerable period before they could be allowed to handle email – again, because of the 'club membership' aspect to the business model, email templates are not used, all emails are written free text by our 'coffee specialists'.

As part of the recruitment process, we asked candidates to respond to a specific question which, based on their response, demonstrated their abilities in using email as a communication channel. They went through the same induction as telephone handlers but we would review their notes on the back of a call and their written communication overall and fast track those who showed clear ability to the email customer service team.

From our experience operating similar teams for other clients, we were able to significantly impact the email back log by demonstrating how staff could be trained to read emails and decide quickly how to respond, and sometimes that meant making an outbound call. For other customers it was showing the client team how to recognise an email that could be discarded, this can be uncomfortable for a business whose relationship with its customers is critical to its success.

- *How have you implemented two-way communication channels between the outsourcing front line and client decision makers*

Two way communication channels with Nespresso were built into the infrastructure that supports our partnership from the beginning. There are no stores, no third party

suppliers, along with the internal team established when the client first launched in the UK, we are the centre of excellence that is intrinsic to the success of the business.

Regular sharing of reports and regular phone calls, generally more than one a day, together with the MBRS QBRs and ABRS drive the relationship which revolves around a very interactive dynamic. The team leaders attend levelling sessions each month and several conference calls on detailed areas of the operation are held each week as well as regular 1-2-1 dialogue between key personnel in both companies.

To support this, the client brings people from the internal team down to the Moon Street and everyone goes back praising the team and how hard we work. This is fundamental to aligning our two cultures and means key personnel are in contact on a personal mobile and email basis.

Communication is key to solve any problem and one of the reasons is that Nespresso operates an empowered process model that means the client decision makers direct their teams with confidence to act and not simply consider what the options are, and we reflect that in our model in Bristol.

- *Provide evidence of effective integration, investment, and transparency.*

There is much day to day evidence of the effective integration, investment and transparency between Nespresso and the Teleperformance team. However more stand out evidence includes last year when the client invited and paid for the Teleperformance leadership team to join the Nespresso management team for a two day reflection event bringing all the key personnel together to share and explore best practice, ideas and developments. In our team John talked about quality, Sherry presented on outbound and Daisy detailed NPS. The Nespresso team likewise discussed developments and ideas in their areas and the all delegates found the event extremely useful to further integrating the teams in a very real way.

At Teleperformance we invested right at the start of the relationship when we established the Nespresso Contact Centre. We wanted to evidence our commitment to the brand as well as ensure our teams were immersed in the brand culture. We created 'the kitchen' where we display the machines (all working of course), we invested in training which is titled The Science of Coffee. We support coffee days which is all about the 'coffee specialists' being immersed in Nespresso coffee products and technology. While the initial investment was quite significant it has supported sustained and effective interactions between client and partner, sometimes in terms not only of the management away days but also in that we both invest significant time in regular communications. This coming year will see a complete refresh of the centre and all branded elements.

Nespresso have also invested in our team by supplying the machines and a regular supply of coffee so we can recreate recipes in the contact centre and empathise with customers.

Another investment on our part is our commitment to always retain capacity for the seasonal peaks that Nespresso will experience as a retail brand each year around Christmas. Many outsourcers understandably want to see every work station utilised at all times, however, while the client is not able to forecast accurately the volatile call demand of the peak season, we will still retain capacity in our wider operation to allow us to ramp quickly to support customer activity, sometimes doubling the team at peak. This flexibility has been of enormous value to the client who knows we will ensure their dedicated teams are supported through their busiest trading period of the year.

Nespresso also invest when they invite our people to their customer service center in York for training which is further evidence of their commitment to effective integration. In 2015 we are providing four staff for a six week secondment to provide user acceptance testing on client systems, demonstrating once again the combined investment of both our businesses in the customer experience management programme.

Finally, at board level, Rachel Robinson our Director of Client Services was delighted to host a visit from the Daniel Toth, Nespresso's International Customer Relations Centre Manager in November last year.

## **Summary**

We are proud of our relationship with Nespresso. In the last year we have worked with them on a range of projects to further operationalise their aspirations as a unique club by ensuring all channels that customers use are oriented to providing the best customer experience, encouraging loyalty and driving advocacy and growth.

The operation regularly undergoes benchmarking exercises conducted by Nespresso appointed third parties, and we were successfully audited by Nespresso last year. Corporate reviews by the client at the highest level have been glowing and are instrumental in Nespresso's continued commitment to outsourcing as a key aspect to its business model.