

PROFESSIONAL  
AWARDS • 2017



THURSDAY 11 MAY 2017  
HILTON, MANCHESTER

COMMEMORATIVE  
SUPPLEMENT





# Professional Awards

Having very recently announced the finalists for this year's prestigious GSA UK Awards taking place in October, we thought we would give another shout out to all the Winners from the earlier GSA Professional Awards, which was held in Manchester in May this year.

This, our fifth annual Professional Awards ceremony brought together more than 250 members of leading sourcing service providers, advisors and buyers. Best practice and innovation were rewarded and celebrated as the efforts of inspiring individuals and teams who have achieved outstanding success through sourcing in 2016/17 were duly recognised.

They were -

**Rising Star of The Year -**

Daisy Somerville, KPMG

**Manager of The Year –**

Heather Crowe, Teleperformance

**Legal Advisor of The Year -**

Charlotte Walker-Osborn, Eversheds Sutherland

**Consultant of The Year -**

Danny Major, Thoughtonomy

**Automation Champion of The Year -**

Andrew Burgess, AJBurgess

**Digital Champion of The Year -**

Pascal Baker, Symphony Ventures

**Strategic Leader of The Year -**

Joanna Page, KPMG

**GSA UK Student of The Year –**

Aidan Green DipGSA, Met Office

**Excellence in Relationship Management -**

Sykes and Bullitt

**Excellence in Transformation -**

TCS and Large Financial Services Organisation

**Excellence in Outsourced Customer Service -**

Capita & Zurich

**Excellence in Business Process Outsourcing -**

EXL & British Gas

**Best Nearshore Team -**

ScaleFocus

**Best Far-Shore Team -**

Teleperformance

**Award for Skills Development Programme of The Year –**

Aviva

At the time of announcing the winners, Kerry Hallard, CEO of the GSA UK, said – *“The ongoing availability of skills is increasingly becoming a chief concern for those operating in the sourcing sector in the UK and beyond, as our industry is disrupted by new technologies and innovations. That’s why it is so encouraging to see such a competitive field in terms of submissions. Those who attended the awards ceremony were given the inside track on the people who work tirelessly behind the scenes to create value in the sourcing industry through consistent demonstration of best practice.*

*“I’d like to congratulate all those who made the shortlist in the first place and, of course, the eventual category winners. This year we introduced an additional level in the judging process with the live presentations, which brought fabulous new insights to the judging process. I would like to extend my appreciation to everyone who attended the event and roundly applaud all those businesses who took part.”*



# GSA Professional Awards 2017 Shortlist

## Rising Star of the Year

- Daisy Somerville, KPMG - **WINNER**
- Oliver Leary, DDC OS
- Peter Elliot, DLA Piper
- James Bryce, Teleperformance

## Manager of the Year

- Heather Crowe, Teleperformance - **WINNER**
- Michael McAuley, Capita BBC Audience Services
- Viktor Bilyanski, ScaleFocus
- Carmina Mastrocinque, Sykes
- Sonia Morgan, Teleperformance

## Legal Advisor of the Year

- Charlotte Walker-Osborn, Eversheds Sutherland - **WINNER**
- Emma Burnett, CMS
- Duncan Pithouse, DLA Piper

## Consultant of the Year

- Danny Major, Thoughtonomy - **WINNER**
- Nicola Scott, Capita

## Automation Champion of the Year

- Andrew Burgess, AJBurgess - **WINNER**
- Dinesh Boravke, Cognizant
- Ian Barkin, Symphony Ventures
- Danny Major, Thoughtonomy

## Digital Champion of the Year

- Pascal Baker, Symphony Ventures - **WINNER**
- Phil Fersht, HfS
- Hung Nguyen, Nashtech

## Strategic Leader of the Year

- Joanna Page, KPMG - **WINNER**
- Stefan Bumov, Helecloud
- Clare Moir, Sykes

## GSA UK Student of the Year

- Aidan Green DipGSA – Met Office - **WINNER**
- Rob O'Malley DipGSA – Info Valley Limited
- Scott Fletcher DipGSA - CYBG
- David Crowton CertGSA – Phoenix Group

## Excellence in Relationship Management

- Sykes and Bullitt - **WINNER**
- Capita and Zurich
- EXL and British Gas

## Excellence in Transformation

- TCS and Large Financial Services Organisation - **WINNER**
- Cognizant
- Computer Share
- EXL and British Gas
- TCS and Large Utility Provider

## Excellence in Outsourced Customer Service

- Capita and Zurich - **WINNER**
- CGI & Major Government Client
- EXL & British Gas
- Sykes Shared Resource Group
- Teleperformance & npower

## Excellence in Business Process Outsourcing

- EXL & British Gas - **WINNER**
- Capita & Zurich
- Intetics & Large Telecommunications Provider
- QX & Gardner Aerospace

## Best Nearshore Team

- ScaleFocus - **WINNER**
- Intetics
- Miratech

## Best Far-Shore Team

- Teleperformance - **WINNER**
- EXL
- QX

## Award for Skills Development Programme of The Year

- Aviva - **WINNER**
- Capita BBC Audience services
- Capita Life and Pensions
- EXL
- IBM



# RISING STAR OF THE YEAR





## Daisy Somerville (KPMG) – Winner

Daisy has unique experience of delivering vendor and advisor value in sourcing engagements. Daisy is currently an Advisor within KPMG's sourcing practice, she previously worked as a Bid to Delivery Manager for Atos IT Services. Daisy's experience of successfully managing and developing bids, transitions and IT portfolio design across multiple sectors sets her out as a rising star in the sourcing industry.

Leading programmes across the sourcing lifecycle, Daisy strives to:

- Develop sourcing strategies that deliver strategic goals
- Lead vendor selections and successful transitions to new partnership ecosystems
- Optimise sourcing partnerships for both vendor and client to ensure value is realised
- Develop and implement new technologies and automation offerings, operating models and processes

Daisy's key achievements are:

- Assurance Lead driving teams through the sourcing lifecycle from pursuit strategy to transition. Ensuring that the technical solution was appropriate and achievable, costs accurate, and risks understood and mitigated.
- Reduced end-to-end average turnaround time for proposals by 40%. Improved the proposals reviewed within agreed turnaround times from 15% to 95% in 18 months, reducing the cost of sale and enabling the vendor to deliver additional saving benefits to the client.
- Implementation and Go to Market Lead responsible for developing a global sourcing strategy, which drove savings and increased client knowledge and control of the vendor ecosystem.
- Process Lead responsible for delivering IT Service Management processes as part of a large transformation programme, providing an improved and unified way of working.
- Transition Lead, responsible for the introduction of a global IT Service Management tool, as part of a multi-supplier global sourcing programme, which delivered improved service and innovation, through a new CoE, to the client's business community.

## Oliver Leary (DDC Outsourcing)

Oliver joined DDC OS in 2015, after completing his degree in Business & IT at Aston University. He was contemplating a year travelling, and joined in a temporary post room role; however, his skill set, aptitude, intelligence and indeed enthusiasm were quickly noted by the senior management team, and he has gone from strength to strength, currently in the role of Project Delivery Analyst.

Oliver has a good understanding of both Prince 2 and AGILE project management principles, and is comfortable working within each of these areas. In all projects he has worked on, he has been instrumental in reviewing lessons learned during pilot schemes and putting procedures in place to create best practice for these projects on an on-going basis.

There are several noteworthy achievements in the delivery of Oliver's projects:

Project 1

- Appointed Co-ordinator and managed a group of six teams to deliver the project on time.
- Following lessons learned, Oliver re-designed the training documents, which have created a much smoother ramp-up to peak period this year.

Project 2

- Identified as support for our Project Manager.
- Seconded to Lloyds internal team as a Business Analyst 5 days a week for several months.
- Led pilot scheme for 3 months at DDC OS, the success of which led to Lloyd's going to tender to outsource the process.
- Led the team of IT, Business Analyst and subject matter experts to create the operating instructions for the pilot scheme.
- Managed end user interaction to agree a standardised process



## Peter Elliott (DLA Piper LLP)

Peter is an Associate in DLA Piper's Strategic Sourcing practice. He has a focus on complex sourcing transactions, and is recognised amongst clients and colleagues as an outstanding lawyer who 'stands out among his peers'.

Peter is attuned to providing commercial advice and understanding the needs of DLA Piper's clients (both from a customer and supplier perspective), and is equipped to draft and negotiate complex sourcing contracts. He has also been 'embedded' within businesses on a series of client secondments. This includes a secondment with one of the world's leading telecommunications companies where he led all aspects of their bid to provide a cloud transformation solution, acting as their sole legal representative in legal negotiations, and working closely with the bid team to ensure the contract was streamlined with their solution. His major outsourcing mandates in the last 12 months alone include:

- Advising a global telecommunications company on the outsourcing of their network operating centres across seven jurisdictions in Eurasia. This is one of the most ambitious projects of its nature in the region, given the complex regulatory environment and geographical distance across these countries.
- Advising a large bank on the transformational re-platforming of its legacy IT infrastructure. At the time, this would have been the first deal of its nature in the marketplace.
- Project managing the harmonisation and updating of sourcing contracts across 30 jurisdictions for one of the world's largest multinationals.
- Concluding negotiations on a transformational HR and finance and accounting outsourcing project for a multinational engineering company.

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## Jamie Bryce (Teleperformance)

James is a true team player working proactively to engage employees and clients as one exceptional team. Using a solution based approach he strives to think outside the box to exceed delivery of all KPIs. James dedicates attention equally to all members of the team ensuring collective and collaborative working. James specifically tailors his approach to meet individuality and personality in an open and honest way. He maintains governance in line with business TOPS methodology and FCA regulation to remain compliant and professional, providing exceptional, continuous delivery, 100% of the time.

James also turned a sales team into top performers by working with an Outbound Sales SME:

- Agreed a Sales Action Plan.
- Gained team buy-in by explaining features and benefits and instilled confidence.

- Introduction of sales board and R&R. The sales results went from 28% conversion rate to 60%+ and in January with 80% more policies sold than the client forecast.

In another project, where a client expressed an interest in a new IVR, James approached his Site Lead and asked to be directly involved:

- He invited key business subject matter experts to brain storm on how the IVR process could work more efficiently for the client by enhancing the full customer journey.
  - Due to his eagerness to be involved and deliver what was best for the client he dedicated the time to understand something completely alien to him.
  - From his understanding of the campaign, he was able to articulate what good should look like for customers, and suggest a better solution.
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# MANAGER OF THE YEAR





## Heather Crowe (Teleperformance) – Winner

Heather has 15 years' outsourcing experience progressing from Sales Agent to Contact Centre Manager. As Senior Operational Manager since 2011, Heather manages multiple Bureau accounts (currently 23 across Private/Public sectors) and the Floodline account, managing 100 FTE BAU and 250+ FTE multi-site during flooding events.

Heather's differentiators:

- Driven, with a 'can do' attitude
- Goes above and beyond
- Passionate and takes pride in her work
- Works very well under pressure
- Is always succession planning and developing her team
- Listens; cares; supports and guides

"My vision is to remain a world-class company that respects our employees and offers our clients superior services at competitive prices. Partnership with the client is key, with open and honest

relationships driving continuous improvement and ensuring we deliver an outstanding customer experience at every opportunity - ensuring that client SLAs and internal KPIs are achieved or surpassed.

Heather also recently managed two key additional projects. One project was time sensitive; with only 6 working days to plan, deliver training and get agents live; The other required delivery of 300 contingency agents within a 2-week timeline. These events were in addition to Heather's 'day-to-day job', with the following elements attributed to their success -

- Daily key stakeholder project calls
- Setting actions, timelines & follow-ups
- Being open, honest and direct
- Team work
- Working out of hours to oversee project deliverables
- Relaying service improvements to the client during and post event

## Michael McAuley (Capita BBC Audience Services)

From making "the unmissable, unmissable" to coping with Mr Clarkson's numerous outbursts, Michael's role of Senior Project Manager (Prince2 Certified) means he has delivered solutions which benefited the BBC and their audience. His adaptability, pragmatism and ability to develop and maintain strong relationships have helped the Capita BBC Audience Services contract become the success it is.

The last 3 years have seen several new initiatives and projects adopted; Michael and his team have totally re-engineered the iPlayer Support service, introduced Web Chat and Social Media and taken on the support of the BBC's Account solution. Each with its own challenges and set of stakeholders to manage. The one constant throughout all of this has been Michael's approach. He has adopted Managing Successful Programme governance guidelines and utilised Prince2 methodology for each project, including

- Clearly defined goals and objectives
- Clearly defined roles and responsibilities
- Lessons Learned review
- Stakeholder and business engagement
- Risk Management
- Project boards reviews

The BBC approached Capita in 2016 to provide a Social Media response service for Wimbledon and the Olympics. BBC Sport, (6.5M Twitter followers), had focused on outbound engagement and had not tackled the wave of inbound coverage-generated contacts. Highlights from the project included 1300+ responses and increased engagement, 97% audience approval and new Social Media services (iPlayer, BBC One, Two and Three).





## Viktor Bilyanski (ScaleFocus)

Viktor's passion for technology and people drove him a long way from a small mountain town to solving complex IT and organizational challenges in leading companies like Deutsche Telekom, Finsoft and Austria Telecom Group across the world. His 10+ year journey on both sides of the sourcing process laid a solid foundation of best practices to kick-off ScaleFocus.

Viktor founded ScaleFocus in 2012 along with four visionaries with an extensive experience in the IT industry focusing on the people and the strive for excellence on a daily basis. Their success is encapsulated in "walking in the shoes of others" ethos, and in maturing and educating customers' relationships and modes of operations. ScaleFocus switched in multiple clients from staff augmentation, through managed services to coalition delivery.

Viktor focuses on discovering exceptional talent and leading them by setting personal examples. Best practices are shared through example and he invests his time in being open and understanding the best drivers for excellence from his colleagues.

Viktor implemented an end-to-end solution for one of UK's most innovative retailers, Black Betty, focusing on the fastest possible go-to-market cross-platform (both mobile and web) e-commerce implementation that would scale as the business grows.

ScaleFocus was also the first to actually purchase products from the platform, so that they could experience the customer journey they had built.

## Carmina Mastrocinque (Sykes)

Carmina has worked for Sykes for 12 years, including working as Account Manager for the global Citibank account. Sykes has supported Citi's nearly 700,000 commercial and pre-paid card holders across over 50 countries and 21 languages.

Carmina was also responsible for planning and delivering one of the most sensitive customer contact programmes that the industry has known, supporting Citi in its role as the UK partner of the Department for Work and Pensions (DWP), responsible for the Simple Payment Service (SPS). Carmina has management responsibility for 63 agents, five team leads, two program managers, and two trainers and data analysts.

This innovative service was introduced to replace cash cheques for the payment of government benefits, pensions and child maintenance to those who do not use a bank, building society or Post Office card account.

Sykes was chosen for the role because of its successful

partnership with Citi, and Carmina's leadership on the Citi account, her broad management experience, knowledge of technology, and track-record in developing innovative solutions made her ideal for the SPS role.

Simply achieving high CSAT scores or other demanding KPIs was unacceptable. This is a helpdesk that, from day one, had to perform perfectly on behalf of some of the most vulnerable people in society.

Thanks to Carmina's planning, the launch and delivery of SPS was a resounding success. The key to Carmina's success has been to continually listen and refine how her team of front-line agents respond, from assessing the tone of the initial contact to, whenever possible, ensuring single-contact resolution. Carmina has been responsible for promoting a radically-new dynamic within the agent group, designing specialist training, and holding both weekly structured workshops and, more informally, focus groups where no subject is off-limits.



## Sonia Morgan (Teleperformance)

With a Diploma in Contact Centre Management, Sonia has 30 years CS experience, 17 in outsourcing. Her experience includes public and private sector accounts including NHS Blood and Transplant, EA's Floodline, JD Williams and Student Loans Company.

Sonia cares deeply about her team and she supports them to achieve their best, driving excellence for customers, colleagues and clients. Partnerships create lasting relationships; Sonia's relationships are deep and focused on delivering key insights that improve customer journeys driving down cost. Sonia's best practice includes:

- Daily team focus sessions
- A focus upon good governance
- An open-door policy
- A clear understanding of client KPI's, delivery is never questioned or debated
- 100% adherence to internal standards and procedures

Having achieved the highest ESAT scores for Teleperformance globally and with a client review score rating 10/10, one client even offered to pay for her to be a dedicated resource to them.





# LEGAL ADVISOR OF THE YEAR





## Charlotte Walker-Osborn (Eversheds Sutherland) - Winner

Charlotte is Head of Eversheds Sutherland's TMT Sector, and an IT & Outsourcing lawyer who won European Outsourcing Advisory of the Year (joint submission) at the EOA Awards in 2014. Charlotte is a technically capable; pragmatic; trusted legal advisor and technology expert.

In an industry where diversity is found lacking, Charlotte is rightly very proud of her achievements as senior females working in the technology industry and law are rare.

Charlotte's approach to best practice and governance starts with understanding the client's business case and requirements early on and ensuring that they're reflected in the deal. In addition, other important considerations include:

- Understanding the technology
- Agreeing the approach to risk
- Ensuring a "win-win" outcome
- Building flexibility into the contract to ensure it is future-proof

- Becoming an extension of the client team
- Always ensuring all stakeholders views are considered and, where they differ, agree an approach

Charlotte drafted Ricoh's new template contract for its EMEA 3D printing business drafting an even-handed plain English contract covering key legal issues. She demonstrated a strong understanding of the technology, IP, tax and product liability implications and made sure innovation was in the creation of cutting-edge contract for a new area.

While assisting Honda put in place its new connected car offering she assisted Honda across 50+ countries, putting in place its sourcing contract for the supply and support of its connected car technology with Bright Box and others while working with aggressive timescales for launch. She gave strong guidance around data collection, cyber issues, insurance, network connectivity and the fact Bright box is a smaller company and drafted, negotiated and finalised the contract on time.





## Emma Burnett (CMS)

Emma has nearly 20 years of experience across the field of outsourcing law, including advising on some of the largest and most complex multi-sourcing arrangements across a wide range of industry sectors but with a particular focus on the financial services, retail and TMC sector, including for clients like Post Office, Ford Credit (FCE Bank), AIG Europe, Vanquis Bank, Banco Sabadell and TSB. Emma sits on the editorial board of Lexis PSL where she advises on IT, telecoms and data protection law.

Emma specialises on all aspects of outsourcing, IT and data protection law, with a particular focus on the provision of IT related services and data protection. Emma has extensive experience of leading on large multi-supplier IT transformation projects for a broad range of clients. She regularly advises high profile international clients for both customers and suppliers.

Emma is a specialist on SIAM Models and collaboration agreements, and advises regularly on system development contracts, mobile payment solutions, software licences, hardware purchases, telecommunication services (including mobile virtual

network operators), maintenance contracts and data protection issues across a wide range of industry sectors but with a particular focus on the financial services and TMC sectors.

Emma is a recognised leader in her field, and as such is highly knowledgeable on the legal and commercial aspects around outsourcing. She is regularly sought to advise clients and the market on the legal challenges posed by new technological developments such as cloud computing and complex regulatory environments.

In a headline example of Emma's preeminent position in the sector, Emma is currently advising on what is arguably the largest and most complex multi-sourcing procurement of its type in Europe – a matter the Financial Times recently labelled “high risk” and fiercely “challenging.” In connection with Banco Sabadell's £1.7bn takeover of TSB, Sabadell has ambitious plans to bring TSB on to its technology system. Emma has been brought in to advise on negotiation alignment and settlement of more than 80 distinct agreements with software, technology, data and cyber security produce and service providers

## Duncan Pithouse (DLA Piper LLP)

Duncan Pithouse has recently been appointed UK head of the technology and sourcing group at DLA Piper. He advises on many of the most complex and novel outsourcings for major clients, particularly in the financial services sector. He leads the firm's sourcing practice for core clients such as AXA, HSBC, UBS, Zurich, Aon and Bank of New York Mellon. He is trusted by market participants in general to work across consortiums of market bodies and participants to establish multi-party user platforms and their standard user terms, including establishing the London market insurance placing platform. He is an expert in the application of FS regulation to outsourcing agreements. Duncan regularly works with clients in developing outsourcing strategies that will actively contribute to the bottom line success of their business, as well as allowing them to harness alternative methods of service delivery.

Most of Duncan's projects are genuinely transformational outsourcing projects, where labour arbitrage and cost savings is less important than generating a new operating model. This means establishing longer lasting incentive based and collaborative sourcing models, utilising structures different to traditional service level performance regimes, instead focussing

on joint outcomes and shared upside and downside.

Recent examples of Duncan's work include:

- Advising a global bank on the outsourcing of a back-office function worth in excess of £500million over 5 years, where payment was almost entirely predicated on achieving specified levels of savings up to £2.5billion
- Advising a global insurer on outsourcing its claims and underwriting function, affecting over 1000 employees and worth in excess of £250million, leveraging AI and robotics
- Advising a global insurer on the outsourcing of its customer contact channels, leveraging cloud based technology, and novel charging models

Duncan is committed to the development of the outsourcing industry and enhances the benefits of our global team for clients by the adoption, not just of standard precedents and tools, but also the common methodology used by our entire global outsourcing team. Additionally, Duncan is the author / co-author of the firm's guides to blockchain, AI and utility outsourcing. He is the co-author of the book: "Outsourcing – a Practical Guide".



# CONSULTANT OF THE YEAR





## Danny Major (Thoughtonomy) - Winner

Danny spent his early career in IT outsourcing, working supply-side delivering services to mid-sized and large corporates, with a focus on service improvement and innovation. In 2014 Danny met with Thoughtonomy to discuss the potential for automation technology to transform outsourcing, and was so impressed he joined the business to lead the delivery of automation into outsourcers and end user organisations.

Danny brings an innovative outlook, a true can-do attitude and vital listening, analysing and collaborative skills. His vision is that Intelligent Automation – spanning Robotics, Machine Learning and AI, will transform the world of work and represents both a major disruptor, and a significant opportunity, for the outsourcing industry.

Danny, and the team he leads, commence any engagement with a focus on business outcomes, a clear view of benefits and ROI and an appetite for continual innovation. He architected a methodology and implementation approach focused on the agile

delivery of automation benefits through rapid deployment and iterative improvement.

Some of Danny's highlights include;

- Structured opportunity assessment through “art of the possible” workshops
- Process review and prioritisation methodologies based on alignment to objectives
- Frictionless deployment of cloud-based Virtual Workers
- Rapid Phase 1 process automation for “quick win” activities
- 80/20 methodology (focus on 80% automation in minimum time with structured exception management)
- Comprehensive reporting and assessment
- Iterative process for review and improvement
- Focus on creating client self-sufficiency through online training, mentoring and skills transfer
- Continual development of the platform to extend potential for automation





## Nicola Scott (Capita)

Nicola's passion is an appreciation of the challenges people face in delivering excellent service as a supplier from improving people's leadership capabilities, confidence and accountability for goal achievement, coaching and performance improvement across teams.

Nicola is a fully qualified and accredited learning and development consultant (BTEC). It's the diversity of skills and experience between operations and Learning and Development which gives Nicola the ability to bridge the gap between training, operations, stakeholders and clients that makes her stand out.

*"Outsourcing is a growing employment market. My goal is to influence and develop colleagues, clients and customers for the longevity and integrity of the sector. I want to instigate a change in mindset and provide people with skills to continue to achieve. I want this to be an industry of choice"*

Nicola instils those qualities and skills that all good leaders must have; communication, vision, a result focus, resilience, commercial awareness, time management and most of all, combining a sense of fun with pride in celebrating success no matter how small.

With the BBC

- Competency behaviours improved by 96.4%
- KPI improvement in agent logging errors reduced by 25.9%.
- 2016-2017 results for Phone Customer Satisfaction: Up 12% from previous year from 79.26% to 91.30%.

With FERA

- 90.69% of Managers (39/43) Achieved Active Manger Accreditation.
- Competency behaviour improved by 156%
- 2% reduction in short term absence across the business
- Implementation of Continuous Improvement tracker generating 114 ideas.

This programme is the foundation for our managers of the future, Nicola is building capability to continue development and desirability of skills required in an ever-changing industry. There was no magic formula to how Nicola came to the end result; it was testament to her open-mindedness, experience, customer focus, knowing the challenges of the future and putting in place a solution now.





# AUTOMATION CHAMPION OF THE YEAR





## Andrew Burgess (AJBurgess) - Winner

Andrew was one of the first advisors to pick up on the true potential of RPA. He built the very first Robotics Practice in a sourcing advisory firm and now provides independent advice to firms looking to implement RPA and AI. He also works as a strategic advisor to a number of the most innovative automation firms, including Symphony Ventures and Celaton. He provides thought leadership through his speaking engagements and writing, and strongly believes that having educated and informed users is the best way to ensure that automation will benefit as many people as possible.

Through his work Andrew has helped guide and develop best practice across the whole automation sector. He has developed RPA and AI delivery propositions for the automation companies he has worked with, and has created his own methodology for developing automation strategies with his clients. With the GSA he has been a key figure in the development of the Professional Standard for RPA, and has delivered 2-day RPA training courses for those participating in the qualification. He is also regularly invited to participate on industry panels, such as for the Law

Society, techUK and the Royal Society. He is a guest lecturer at Loughborough University and the London School of Economics.

Symphony Ventures is one of the leading consultancies implementing RPA. Andrew worked closely as part of the Management Team during the company's first year, which saw the firm grow exponentially. He provided thought leadership, marketing expertise and hands-on consulting advice to both the team and their clients. During that time, Symphony grew from 6 employees to over 40. Andrew now sits on Symphony's Advisory Board with a specific focus on developing go-to-market strategies for AI.

Andrew is currently working with one of the 'challenger banks' in London where he has developed their automation strategy, and is now supporting them in the roll-out of RPA and AI technologies. This will allow the bank to control their cost-income ratio during a period of dramatic growth, but will also ensure that they can continue to innovate with new offerings and improve the service they deliver to their customers.





## Dinesh Boravke (Cognizant)

Dinesh has been in core automation for over a decade with an MBA + CSQA and has helped a number of customers get on the road of automation. He has helped a leading UK Bank to automate over 45,000 test cases across multiple landscapes (including applications that leading tools could not automate) and has provided potential savings to the customers in excess of £5 million. Dinesh designed the 'overload' feature in automation frameworks in 2008 which was recognised by the industry.

Dinesh works with the philosophy of keeping things simple, taking very complex solutions and breaking them down into simplistic models. He understands the business and technology and has the ability to visualise an implementable technology solution to the direct business problem.

In one case, a client wished to introduce a completely revamped, accurate and data-driven pricing engine. Manually, the project required 300+ experts' dedicated time over a 6-month period. To ensure such a large volume of data could be tested within limited time, the only advisable solution was extreme automation at all possible avenues. To handle the complexity, the team arrived at

an automation solution - a parallel system to middleware that uses a combination of tools and custom Java codes.

- UFT/Selenium-based reusable framework was used, reducing key-in effort by 50%.
- Custom Java codes created to extract request and response, reduced extraction effort by 75%.
- CA Datamaker and custom Java codes reduced XML comparison effort by 80%.
- Custom Java codes developed to re-arrange jumbled sections of middleware output reduced manual comparison effort by 90%.

The solution prevented approximately a £12 million potential revenue loss and leakage by identifying critical defects and reduced 6-months in go-to-market time and 90% efforts by using automation tools. The team unearthed 60% of critical defects including requirement-level defect and design-level defects early. The client extended this solution across legacy transactions, BAU testing, Document Testing and Performance testing areas, making inroads to more potential savings.

## Ian Barkin (Symphony Ventures)

Former consultant, turned outsourcing innovator, turned robot wrangler and industry disruptor, Ian led the largest and most well-known BPO RPA practice before realizing that automation is so game-changing, he co-founded Symphony Ventures to change the game. Deemed a 'robot king' by HfS Research, Ian is sought by journalists, economists, and clients alike for his unique, pragmatic and progressive point of view on how to best 'design digital'. As Chief Strategy Officer of the world's leading RPA Pure-play, Ian oversees new service design, branding and strategic partnerships - constantly scouring the planet for new entrants to the Symphony Digital Ecosystem ('RPA & AI that solves problems clients have').

Ian is Six Sigma certified, with extensive experience designing, and leading major global outsourcing deals, including change management, governance, and continuous improvement inherent in any good solution. He leads Symphony's Global Ecosystem and Symphony AI Lab, developing partner and client relations best practices. Ian, additionally, is a founding member of IEEE's initiative to define the digital labor landscape. While not a robot himself, Ian cavorts with them daily. Symphony implements all

leading RPA tools, and recently became an accredited Blue Prism partner and certified training partner. Symphony also helped co-develop the UiPath Academy course material. Ian helms these relationships, and is incubating additional disruptive cognitive and machine learning partnerships.

Ian helps design and then realize transformation campaigns that unleash significant benefits and long term strategic value. Ian has overseen several 'game-changing' initiatives that prove the power of the automation + great people equation. In one case, his solution refocused one thousand people doing transactional order management, to a transformed team of five hundred - not only did cost decrease, but so too did attrition, errors, delays, and customer returns. In a second, Ian's team automated a complex HR pay integration process, whittling transaction times from over ten days down to approximately ten minutes. In almost every case, if the process is chosen correctly, and proper credence paid to the change management required, outcomes have exceeded expectations, and set clients on a journey of discovery and digitization.



## Danny Major (Thoughtonomy)

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Danny brings an innovative outlook, a true can-do attitude and vital listening, analysing and collaborative skills. His vision is that Intelligent Automation – spanning Robotics, Machine Learning and AI, will transform the world of work and represents both a major disruptor, and a significant opportunity, for the outsourcing industry.

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- Structured opportunity assessment through “art of the possible” workshops
- Process review and prioritisation methodologies based on alignment to objectives
- Frictionless deployment of cloud-based Virtual Workers
- Rapid Phase 1 process automation for “quick win” activities
- 80/20 methodology (focus on 80% automation in minimum time with structured exception management)
- Comprehensive reporting and assessment
- Iterative process for review and improvement
- Focus on creating client self-sufficiency through online training, mentoring and skills transfer
- Continual development of the platform to extend potential for automation



# DIGITAL CHAMPION OF THE YEAR





## Pascal Baker (Symphony Ventures) - Winner

Pascal straddles the worlds of sales and transformation, serving as guide and oracle for the world's leading enterprises, in anything that relates to the digital 'Future of Work'. He began helping enterprises leverage digital tools to achieve better visibility and velocity 15 years ago at Princeton Consulting. He became a senior executive at mPhasis before transitioning to try his hand at sales in the BPO industry at Capgemini. At Capgemini, he excelled at enabling executive visions and creating value for clients – the secret to his great success. His experiences led him to his current role as Chief Client Officer at Symphony Ventures, the world's leading RPA pureplay. Under his watch, Symphony has grown from 4 to nearly 100 professionals, all laser-focused on enabling clients to understand and utilize digital automation technologies and tools.

The author of the blog series, "Baker's Dozen", Pascal shares his passion for a cornerstone of the Symphony Ventures service offering – the "Future of Work Accelerator" (FoWA). The FoWA enables enterprises to decipher, design and quantify the impact of a digital ecosystem of tools – and do so quickly. Not just about RPA, or AI, the FoWA is the jumping off point for measurable and meaningful digital operations transformation. As its most passionate advocate, Pascal has spearheaded a global wave of FoWA projects for the world's leading organizations, in locales as far flung as Australia, China, Saudi Arabia, and Poland.

Thanks to his vision and veracity, C-suites look to Pascal as a Sherpa on their digital journey.

"Over the next 12 months, we will see volume and acceleration in digital. The early adopters have forged the path and proven the business case for digital technologies."

Pascal is in his element extolling the virtues of the Future of Work, and then enumerating for executives the impact that 'working modern' will have on cost, quality, agility, and his favorites – customer and employee experience. It is not uncommon for FoWAs to result in identified savings of 400-800% ROI, and Pascal has seen as high as 1200%.

When not helping clients scale the steep slopes of ROI curves, Pascal can be found ascending the steep hills on his road bike. An avid Iron-Man athlete, he has channeled his cyclist gearhead side in a highly regarded blog about 'choosing the right equipment' for the digital transformation journey ahead. You wouldn't choose a Penny Farthing on which to race the Tour de France. Similarly, you wouldn't embark on the Future of Work with the wrong toolkit. Hence Pascal's FoWAs always include a Target Operating Model, in which the team shows the gear needed to get across the finish line.

## Hung Nguyen (Nashtech)

Hung Nguyen is a senior digital and solution architect at NashTech with more than 10 years' experience in software design. Hung specialises in end-to-end solution consultation and AGILE development in Microsoft technologies and cloud infrastructure such as AWS and MS Azure. He adopts a hands-on approach and builds trust with clients and colleagues by not only providing a solution for today but prides himself on helping to shape their vision.

Ford are a leading world-wide car manufacture that are seeking to widen their business to encompass transport solutions that go beyond selling cars, to deliver a truly digital and transformational change to the automotive industry. Ford has launched its "Smart Mobility" plan to drive innovation which will take the company to next level in connectivity, mobility, autonomous vehicle design, customer experience and big data. NashTech was engaged to deliver a digital mobile application to assist Civil Enforcement Officers (CEOs) and a web back-end for supervisors.

Go Park pioneers a parking application of the connected vehicles concept, following on from the current Internet of Things (IoT) trend – a part of the future SmartCity with benefits of reduced traffic, congestion, pollution and improved safety and general standard of living for urban residents.

Value has been delivered by

- Addressing parking pain points for residents who are now benefiting from our predictive parking algorithm by using the mobile app to find a parking space and to check parking rules.
- Digitising parking, saving time and money for both residents and city authorities. This is achieved by generating HD mapping of the city and utilising technologies such as ANPR to instantly detect and check parking statuses of vehicles.
- Generate management information (MI) for Islington to improve parking utilisation and efficiency.



# STRATEGIC LEADER OF THE YEAR





## Joanna Page (KPMG) - Winner

Joanna has a proven track record in delivering complex change programmes for global organisations, comprising the full lifecycle from strategy and planning to execution and service delivery. Her expertise includes advising some of the UK's largest organisations on their sourcing strategies; mobilising a global business services construct; expanding the footprint and scale of global shared services and looking at how outsourcing can create a step change in operational performance. A key area of emphasis is partnering with clients to integrate robotic process automation as an enabler for their sourcing strategies.

Her commitment to innovation is recognised by both teams and clients, namely through the "creation of solutions that no one else has thought of". Joanna's vision is to drive real business outcomes through an 'ecosystem' approach to sourcing, with automation, outsourcing, shared services and centres of excellence working together, finding ways to utilise her expertise to advance this evolution. Recognising 'one size does not fit all', Joanna brings fresh and practical guidance to challenge thinking and develop best practice. Additionally, in her role as KPMG UK's GBS practice lead, Joanna led the development of KPMG's GBS methodology - adopted by the global practice with over 100 consultants trained to date.

Working with clients to deliver strategic priorities, the value Joanna brings is reflected in her Net Promoter Scores, achieving 10/10 on client satisfaction surveys. With a relentless focus on speed and quality of execution to realise benefits, Joanna uses strategic outcomes to measure progress and manage prioritisation. Successes include:

- Delivering a business services organisation to support globalisation, improve services and reduce costs by 25%:
- A comprehensive review of outsourcing agreements – improved relationship and quick wins, led to enhanced commercials worth \$14m+
- A continuous improvement framework for sustainable benefits – delivered 3-5% savings year on year
- Leading the design for a strategic business services organisation:
  - o Introduction of robotic process automation – to deliver up to 60% efficiency
- Reduction in costs by 27% and improvement in profitability by 15% points





## Stefan Bumov (Helecloud)

Stefan Bumov is experienced enterprise strategist, change driver and entrepreneur. His experience in technology, business services and customer experience ranges across verticals, functions, and regions. He aligns business strategy with the rapidly evolving technology landscape.

Stefan is Co-founder and Chairman of the Bulgarian Outsourcing Association (BOA). Acting as a Co-founder & COO of HeleCloud, an innovative UK-based technology consultancy start-up, he contributes to the effective research of best practices and exploring of the collaboration between humans and machines.

Stefan gained the Sofica Group CEO role in 2007 when the company has 20 employees. In 7 years Sofica became a leading outsourcing provider in CEE with more than 1100 employees and EUR 15 million turnover serving customers like HP, Orange and EE. Stefan invests significant funds in the development of an engaging work environment, training and career development paths and advanced office space. Because of its diverse customer service, back office and IT support portfolio, Sofica became a key success story for foreign investors and a benchmark for talent development.

As a Chairman of BOA Stefan works towards consolidating the interests of businesses, boosting the environment competitiveness and creating additional conditions for foreign

investments. He leads the public discussions for securing a sustainable talent pool and the growth of the sourcing industry in cities outside the capital. Stefan travels across different country regions to meet universities and local governments to put through favorable business initiatives.

- Sofica was acquired by TeleTech, a global provider of analytics-driven and technology-enabled customer engagement management solutions, and achieves 47% YoY growth in revenue for 2015 and double-digit revenue growth for 2016.
- Sofica adds 24 new languages to TeleTech's capabilities.
- Development of TeleTech's office in Belfast to secure operations continuity.
- Sofica is top 3 best sourcing sector employer in Bulgaria for 2014 & 2015 according to AON Hewitt.
- Bulgaria receives EOA 2015 Award for Offshoring Destination of the Year.
- NOA 2015 Award for Offshoring Destination of the Year.
- Over 20% growth of the employed in the sector in Bulgaria.
- UK, Netherlands, USA and Germany account for 51% of all companies with foreign investors in Bulgaria as of 2016.
- Bulgarian sourcing industry is expected to reach more than EUR 2.7 bln. and contribute over 6.0% of the country's GDP by 2020 compared to 2,12% in 2011.
- Positive image of the sourcing industry in Bulgaria.

## Clare Moir (Sykes)

The Shared Resource Group (SRG) within Sykes is an innovative 400+ strong division, providing multi-lingual support for over 30 UK and global companies. Claire Moir is the divisional director and Director of Site Operations. Claire has been the driving force behind the SRG; the champion who has made this unique model work effectively, professionally managing a varied portfolio of household brand names. Claire is a former soldier with the Women's Royal Army Corps, has worked in outsourcing for many years, and with Sykes for eleven years, working her way from Account Manager to Operations Director and, now, Director of Site Operations. As such, she is responsible for some 850 staff – and the management of the SRG.

*"We have dared to be different by creating an outsourcing model that works for any company of any size. I believe that my leadership of the SRG is changing perceptions of what our industry can do."*

The ways in which we communicate are constantly changing, driven by changed customer perceptions and as new social

platforms emerge.

That's why the SRG is leading innovation in this demanding consumer-facing sector. The SRG provides a business model that perfectly suits companies who may have significant differences in customer communication traffic levels during the year or companies with smaller contact volumes but who require bespoke support across multiple languages with a wide diversity of support needs.

Driven by governance policies of best practice, transparency, accountability and detailed metrics, the SRG has added four new clients and created 125 new jobs in the past year alone. Sykes applies analytical and six sigma skills to ensure that it actively designs business models that work for each client. For example, for Cisco GVE, Sykes supports operations from locations in China, Costa Rica, Brazil and Scotland, and requires effective and resilient management, with the team exceeding all measurement targets.



# GSA UK STUDENT OF THE YEAR



Aidan Green DipGSA – Met Office - **Winner**

Rob O'Malley DipGSA – Info Valley Limited

Scott Fletcher DipGSA - CYBG

David Crowton CertGSA – Phoenix Group





# EXCELLENCE IN RELATIONSHIP MANAGEMENT





## Sykes & Bullitt - Winner

Sykes is a NASDAQ-listed billion-dollar organisation with 50,000 employees in 70 centres worldwide. Bullitt Group Ltd is an international mobile phone and consumer electronics business which designs, manufactures, and sells consumer electronic devices. Bullitt joined Sykes in 2013, initially with three “shared” support agents offering voice and email customer support in Spanish, German, French and English. 2015 saw the launch of several new products and, with the addition of Czech, Greek and Swedish, created an extra four agent roles. The launch of the CAT S60 and new Kodak Ektra phone during 2016 required a further increase in headcount to 13 dedicated and five shared agents.

The team is led by Senior Account manager Paolo Gaggero, who has worked with Sykes for 19 years. His team now consists of 18 agents, including social media support and a trainer, on top of which are two team leaders, programme manager and account manager. The team is entirely focused on the client’s brand values and delivering excellence of service to its customers. Metrics fully support that customer-centric approach. The team not only supports Bullitt on a day-to-day basis, but has been instrumental in changing systems and processes. The team analyses issues every week and makes detailed proposals to Bullitt, which have helped to realign Sykes’ input to the client’s business objectives.

For example, based on transaction volumes and call inquiry types, Sykes recently recommended that a Level 2 escalation agent be added to the team. This has resulted in 70% of escalations being

diverted from the client and actioned within the team to improve first call resolution. Sykes’ vision “is to set the global standard for value-based customer contact management solutions” and that vision is reflected in everything it does for its staff, clients and their customers. Sykes works to exceed KPIs, with best practice policies to ensure alignment with customers’ own strategies and objectives. For Bullitt, that required management and governance excellence to deliver a seamless service calibrated across Europe, many languages and contact platforms.

Three examples of innovation are:

- Voice and email support has been augmented by chat support for the new Kodak phone. In addition, at the end of 2016, Sykes introduced social media support across all major platforms including Facebook, Twitter and Instagram.
- Further business was also added in November 2016 as the decision was made to offer Ecommerce support following the launch of the Kodak Ektra. Agents now offer support on pre-sales and post-order queries via voice, chat and email channels for UK and German customers.
- Sykes also makes use of Qelp, the global leader in online self-service software for all devices. Essentially, Qelp is about giving customers interactive, visually-supported tutorials to deliver up to 85% first contact resolution rates without having to contact an agent.



## Capita and Zurich

We wanted to do even more to provide quality customer service and recognised the need to move from hearing what our customers were saying to truly listening. We needed to progress from gathering data received from customers to taking action, and so the Voice of the Customer (VOC) programme was born. The Voice of the Customer team comprises representatives from all levels across both Zurich and Capita so that all viewpoints are represented. We also have appointed individuals in each of our contact centres who have responsibility for reviewing all of the feedback, sharing and celebrating the 10/10 scores, and making improvement recommendations into the VOC committee.

The team follows all of our embedded practice and frameworks, which are already highlighted as innovative and industry-leading, for example:

- Any improvements recommended are fully tested and go through a formal sign-off process before being implemented
- Pilots are used for larger initiatives to assess the impact prior to any full roll out. An example of this is the introduction of tele-claims for small pension pots
- We have a 'close the loop' process whereby we call back to customers who've left us improvement suggestions to let them know how these are taken forward
- New initiatives are then put into the audit schedule after a period of 6/12 months to ensure processes are robust and deliver the expected benefits

Because we are truly listening to what our customers want, we are able to recommend, and implement changes to our staff training, our service proposition and our processes in order to drive up customer satisfaction and engagement, supporting Zurich's growth and reputational aspirations.

Our Voice of the Customer solution was developed collaboratively with our client, Zurich, who fully recognise and value the knowledge and experience we have, having provided front line customer service to their 2 million customers over the last 10 years.

We worked with Zurich to agree the Voice of the Customer Forum representatives; who came from different parts of the business and at different levels.

We identified those call handlers who had that "extra special something" and they became our "close the loop" champions; calling customers back who'd left feedback through the Net Promoter System, to ensure they were updated on the actions we were going to take.

We launched the initiative through face to face briefings to staff, ensuring they were excited and engaged.



## EXL and British Gas

British Gas' Homecare wanted to reduce operational costs to gain a competitive edge in the market. A large-scale transformation program was initiated to reduce demand (volumes) by 50%. EXL, being a strategic partner was chosen by British Gas to lead this project and work in collaboration with multiple teams across Offshore and Onshore.

The objective of this project was to reduce/eliminate the exceptions' volume. As a starting point, volume forecast was put in place as a baseline for one year including all exception types, volume contribution, yearly volume, rate per hour, current FTEs deployment and associated cost impact.

Some of these changes had positive impact on customer experience through NPS and complaints being managed proactively.

Exception elimination through automation could be achieved through core system changes. However, the redesign of some legacy systems was cost prohibitive so EXL proposed an RPA enabled Process Automation approach, which combined with our domain expertise had the potential to deliver up to 60% efficiency improvements for the selected processes.

We partnered with a global leading RPA provider and leveraged our proprietary RPA implementation methodology to mitigate customer impact and business disruption.

The senior leadership at EXL and British Gas played a crucial role in building a cross-functional team and communication; removal of blockages (if any), and guiding the team in achieving its goal. The onshore client team showed a keen enthusiasm and openness to new ideas; contributed by reviewing and approving the ideas and supported the implementation.

This project defines best practice, as it is one of the first transformation projects for exception reduction which utilised Robotic Process Automation. Post completion of this project, our client was significantly interested to leverage RPA in similar processes within their organisation.

The governance model comprises transactional reviews (weekly), performance reviews (monthly), and strategic reviews (quarterly and half yearly) to ensure smooth communication, removing roadblocks, and value realisation.

- The project delivered the 25% (year-end) exception reduction target
- In addition, the project initiated spin off projects to be delivered in future. Cost saving to Business was £0.17MM in year 1 which will manifest as a recurring benefit year on year
- The RPA implementation streamlined execution of the process to the extent that we were able to redeploy 12 operatives, reducing the cost to serve



# EXCELLENCE IN TRANSFORMATION







## TCS and Large Financial Services Organisation - Winner

National Employment Savings Trust (NEST) was created under the UK Pensions Act in 2008 to support the UK government's automatic enrolment programme aimed at encouraging workers to save for their retirement. Since October 2012, it has helped employers automatically enrol employees into their workplace pension programmes.

Tata Consultancy Services (TCS) is a global leader in IT services as well as digital and business solutions. We partner with clients to simplify, strengthen, and transform their businesses. As a strategic transformation partner, we ensured that NEST met its public service obligation, using our experience, scale, breadth of expertise, and ability to deliver certainty. The TCS solution helps NEST ensure high quality and low cost auto-enrolment for UK employers and their employees through self-service digital channels.

TCS and NEST worked in close partnership driven by a shared

vision and goals. Our joint 'strategic innovation forums' resulted in successful co-innovations that propelled continuous transformation at NEST. Helen Dean, CEO, NEST said, *"Partnerships are about people and one thing that really strikes me about TCS is the quality of its people. We have a saying here that says, they are more NEST than NEST."*

Key business milestones met by TCS in partnership with NEST include:

- Helped NEST become the largest auto-enrolment provider in the UK. As of January 31, 2017, enrolment stood at 4.3 million members, representing a 53% year-on-year increase.
- Implemented a 'true e-Pension Scheme', with 99.99% transactions fulfilled through digital channels
- Helped NEST achieve market leadership in the UK pension industry with approximately 100% increase in NPS during 2016

## Cognizant

Group Operations Testing Services Management Team has consistently gone above and beyond the call of duty through its well-planned and well-managed testing processes. The team made a splash by achieving zero defects leakage via continuously improvising quality. The combination of innovation and automation has helped transcend conventional performance trade-offs to achieve unprecedented levels of efficiency and quality. The management team fosters a climate of trust and provides a supporting base to its team working across geographies by constantly reinforcing that they matter to each other, to their leaders and to the organisation. The group overall demonstrates a culture that aligns with the organisation's values, inspires individual and collective efforts and cements diverse contributions.

- The supplier team has delivered over 190 business critical projects worth £400 million budget (£5 million Business Testing spend) have been successfully implemented with 'no' production defects till date.
- The team increased resource utilization from 85% to 99% through a centralised and automated demand supply management. The team achieved 40% decrease in Defect Rejection and 30% increase in Defect Yield
- Use of automation resulted in 25% increase in Test Productivity and 32% cost savings
- IT-UAT Harmonisation enabled 56% cost savings
- Operating model change helped achieve a 10% yearly cost reduction against project Budget and an overall 35% decrease in resource per day unit costs.
- Simplification of cost and work order management process reduced operation time by 40%



## Computer Share

At the beginning of 2016 our operating company who managed 2 closed mortgage books was acquired by Computershare, a global company with an appetite for growth into outsourced mortgage servicing. This required our support to implement the Computershare brand and values but also start to operate as a mortgage servicer supporting 4 clients with 5 brands for their customers. Over the 6 months following this announcement the Academy team helped support colleagues with a variety of learning interventions in support of major change:

- Transformation of the business (Separation and Servicing)
- Wider regulatory change impacting how we manage client's customers

The team have implemented a thorough governance and control framework to ensure internal best practice adherence to the training cycle. This ensures our competency in line with our responsibilities to ensure that we:

- Provide development that supports the reaching and maintenance of competency for colleagues, across regulated and non-regulated mortgage servicing
- Deliver activity In line with regulatory and business rules.
- Improve the performance of colleagues in line with organisational objectives.
- Meet the contractual and business needs of our clients

For the purposes of this application, we will focus on 2 of the team's key projects for 2016: Business Transformation and FCA

New Complaint Handling.

The Academy team were engaged to support colleagues with a number of learning interventions that underpinned the transition of the business to an outsourcing mortgage servicing provider under Computershare.

- 1695 colleagues trained (96% of the target audience)
- A dedicated knowledge refresh via an online solution to help colleagues following their training, which received over 500 hits
- Over 97% of colleagues rated the quality of the events Very Good or Excellent as an average
- Over 94% of colleagues rated the events effectiveness of improving knowledge and skill Very Good or Excellent
- The Retained Servicing project spanned 715 delegate delivery days

The project was a significant first for the team as we introduced eLearning as a key delivery channel following significant investment in purchasing eLearning development software and upskilling the team to use it. Previously Instructor Lead Training had always been the predominant delivery channel for the team. We believe that as a team we are great innovators; we are able to proactively challenge existing problems, materials and solutions and use our existing knowledge and skills to find ways in which things might be done better. Through the culture we have embedded in the Academy team as well as the development, for example our Creativity Workshops, we have given colleagues the tools and resources to push boundaries and achieve growth.

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## EXL and British Gas

See entry in category 'Excellence in Relationship Management'.

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## TCS and Large Utility Provider

In order to remain competitive, enhance bottom line, and manage high cost of operations, EDF Energy needed to substantially improve operational efficiency through optimization and simplification. In other words, EDFE needed to create seamless, agile, cost effective, standardized, integrated, efficient, and simplified processes and systems. TCS assessed EDF Energy's existing process maturity levels and collaboratively developed a roadmap for transformation.

Leveraging its ValueBPS™ approach, TCS helped EDF Energy implement large-scale transformation, support growth, lower costs, manage risks, and increase agility. After evaluating EDF's current state of business from a people, process, and technology perspective, TCS provided solutions based on the 'ease of Implementation vs. benefit quadrant' and defined a future state business model with benefits.

The transformation team consisted of utility domain and functional consultants from metering, billing, collection, customer service, acquisition and loss, analytics and insights, and automation. TCS redesigned operations including governance, process, and knowledge management to deliver enhanced agility while mitigating process risks and increasing transparency. By deploying transformational solutions based on FORE™ methodology and TRAPEZE™ suite of solution accelerators, TCS ensured continuous process improvement.

TCS also developed a web-based electronic dashboard as a governance suite. With access on mobile, this governance suite enabled a high-level visibility for the top management. As part of the solution, a one-stop portal to effectively assess performance on the basis of various KPIs and other process-related highlights was developed.



# EXCELLENCE IN OUTSOURCED CUSTOMER SERVICE





## Capita and Zurich - Winner

The Voice of the Customer team comprises representatives from all levels across both Zurich and Capita so that all viewpoints are represented. They are responsible for providing regulatory, induction, product and personal development training to the whole of the Cheltenham and Swindon account. The Team Leader is Danny, and there are 5 trainers and 1 training administrator.

Capita also appoints individuals in each of our contact centres who review all of the feedback, share and celebrate the 10/10 scores thus making improvement recommendations into the VOC committee.

This team is highly regarded both across the wider Capita organisation, and with our client, Zurich, and have been commissioned to provide training to other accounts internally. In addition, a number of Zurich staff attended our Vulnerable Customers training programme which emphasises the value it brings.

The customer benefits:

- Customers now receive their payments at least 5 days quicker than before
- Manual calculation cases are now completed in 10 days rather than 20
- A 50% increase in customers making use of the telephone surrender process (in the 3 months after implementation)

Business benefits:

- Improved staff satisfaction due better service given
- Increased likelihood of recommendation / future business for Zurich due to positive final experience with us
- Reduction in paper costs of 18% due to email communication and the increase in telephone surrenders
- Reduced risk of fraud through payments by BACS to known bank accounts
- Reduction in complaints
- Reduction of 11 days on complex cases





## CGI & Major Government Client

Our client's strategy in 2016 has been to stabilise key business applications, improve the user experience for citizens/staff, improve supplier relationships, and digitise elements of their IT. This is at same time as achieving a reduction in their overall cost.

Our change of approach to supporting our client's applications has resulted in unprecedented improvements to stability. For example, there were no major outages to any application for seven consecutive months (previously only two consecutive months were realised). This was achieved by realigning our support approach which historically was contract focussed. Our service teams consist of over 80 staff, across 3 key delivery centres, operating in a shared service manner across multiple business critical applications. As part the change, we adopted a client proximity model purposely aligning our team structure with our client's distinct business areas. This has enabled us to better serve our client. Our approach to service excellence combined with our in-depth business knowledge has played a major part in CGI helping the client to achieve stability.

To embrace our client's vision, we implemented a step change to create a service which was proactive, with individual ownership of all areas of customer service. We implemented a Continual Service Improvement (CSI) programme focussed on delivering demonstrable business outcomes. We invested in a CSI manager who worked collaboratively with our client to agree target outcomes focussed around cost reductions and enhanced stability.

A toolset was created to manage CSIs and track benefits achieved. The toolset was shared with our client, and joint reports were created resulting in more effective delivery. Our staff volunteered CSIs at every opportunity. This resulted in the successful delivery of over 60 CSIs in 2016, reducing our client's delivery costs, streamlining processes, improving users experience as well as numerous enhancements to applications.

The transition to our company coincided with a completion of an incumbent data archiving project. We adopted ownership for the in-flight project, resolved early-life support issues and with our client planned the project execution to minimise business disruption. The transition was successfully implemented, continuity of the service was seamlessly delivered to the business and service stability has been maintained.

An example of innovation using our business knowledge and agile development techniques was the creation of an application dashboard that transforms the way service issues are handled. Having identified service inefficiencies, CGI created a web based dashboard that monitors and displays the health of critical business applications in real-time. This saves our client critical time during major incidents, and allows them to handle end-user queries in a more effective manner. During rollout, we were able to automate the health check scripts which has also improved the stability and availability our services.

## EXL & British Gas

Like all utilities providers, British Gas has undertaken tremendous changes in the last 12 months in order to keep up with increasing customer demands for better service and reduced costs. As one of its leading suppliers, EXL works in collaboration with British Gas to help them achieve these goals. Our continuous improvement framework identified Engineer Services as a focus area. High wait times, the inability to book jobs due to high demand and high abandon rates were impacting end customer experience negatively. Further investigation identified that the existing operating model represented a major improvement opportunity. Different UK offices used different practices; non-standardisation and inconsistencies were commonplace.

As a first step, EXL embedded an Engineer Satisfaction Survey mechanism which allowed for real time feedback to come from the field. EXL used the feedback received to improve its customer

service skills and along with its robust operation delivery, skilled manpower and dual-shift model, improved the delivery of engineer satisfaction scores from 40.25% to 61.38%. EXL's integrated delivery framework which included right staffing, customised training, efficient and effective resource planning, queue design, robust coaching framework and insight driven operations has ensured consistent service levels and impressive customer service.

### Benefits Realised

- 8% average progression, with a leap of 52% (~21 pts.) since go live observed in Engineer Satisfaction Scores
- Grade of Service improved from 35.68% to 94.15%
- Average Speed of Answer reduced by almost 40%
- 50% reduction observed in call abandon percentage



## Sykes Shared Resource Group

Sykes is a NASDAQ-listed billion-dollar organisation with over 50,000 employees in more than 70 centres. The SRG provides a business model that perfectly suits companies who may have significant differences in customer communication traffic levels during the year or companies with smaller contact volumes but who require bespoke support across multiple languages with a wide diversity of support needs from pre – and post sales, technical support to social media support and back office work. The SRG business model is built on successful partnership, supported by growth statistics, the fact that more than half of new clients come from existing client referrals and excellent client structured feedback.

Sykes' Vision: "is to set the global standard for value-based customer contact management solutions tailored to the unique needs of clients."

Sykes applies analytical and six sigma skills to ensure that it actively designs business models that work for each client, with continuous performance reviews to:

- Measure CSAT and other metrics

- Determine how performance can be improved to exceed KPIs
- Identify potential problems before they become issues

As an inbound contact centre, Sykes service must align with its clients' brand values, and much of its training is aimed at delivering a service that enhances clients' brand reputation – and, in support of that, Sykes also analyses customer contact perceptions: a top-down and bottom-up approach. Two examples:

Great customer interactions result from innovations and a constant drive to improve. Sykes' heritage and culture promotes innovation, and provides strategic partners with analysis at each stage of the buying cycle, and insights that result in a cycle of continuous improvement.

Sykes' key value proposition includes deep industry and operational expertise, transparency, proactive engagement, and innovation in support of the business. For example, in looking at the impacts of The Internet of Things, Sykes is pioneering its own technology in partnership with client development teams, to deliver solutions in business analytics and process engineering. The company started this journey in 2016, with exciting progress due in the year ahead.

## Teleperformance & npower

The opportunity for a 'far-shore' team arose within the npower inbound retentions world. Teleperformance who were already a partner and currently deliver within the npower retentions programme for inbound, outbound and digital, presented an opportunity for additional work to be delivered from Cape Town, South Africa.

The opportunity identified that 4 different lines of inbound business would be offered (Product End, Tariff Check, Save and Acquisition). The size of the operation would begin with 20 people increasing to 70 people within a several months with glide path target agreed in advance.

This opportunity demonstrated a true partnership approach:

- Employees from both companies supported and through their hard work creating a showcase operation.
- The structure of the team was agreed prior to go live and then filled by a group of exceptional people who had the talent to take this launch to the next level.
- The team consisted of npower Service Delivery Manager, Mark Cobb, on site for 5 weeks to support the launch and then on-going performance of the staff on campaign.
- Npower's learning manager, Grant Stephenson was on site in Cape Town to support and accredit the local trainer as part of contractual requirements.
- Teleperformance team leaders Margaret Folan Lauren Baxter, were on site for 10 weeks to help with the new starts, grad bay operation and share the UK npower insight and knowledge

To ensure the operation succeeded, a best practice model was set up, daily 30-minute team huddles were delivered. Weekly call calibration sessions were established and model calls were shared across sites, allowing consistency of conversion across partner and Rainton. Teleperformance Quality Assurance team sent support from the UK to Cape Town.

The Teleperformance recruitment team, took a 5-stage approach to ensure that the right candidates were selected for the regulated retention campaign:

- Preparation
- Attraction
- Screening
- Assessing
- Offer Management

This has resulted in absence rates tracking at under 3% and attrition being almost non-existent. The customer satisfaction measurement used by npower, "Rant and Rave", has a maximum delighted score of 5. As this is a regulated campaign, compliance of sales is paramount. The team have to achieve a target of 95% or above. This score is monitored by npower QA team, once again from the moment live calls were presented to the advisors, the team achieved 95%, for their first week and since then now consistently bring in 97% of all calls scored. Sales Conversion vary each week, based on targets determined by npower.



# EXCELLENCE IN OUTSOURCED CUSTOMER SERVICE







## EXL & British Gas - Winner

For any business, maintaining a client database poses several challenges: cost of contacting customers, difficulty in data integration from varied sources; bad customer data sabotages business initiatives and bottom lines.

EXL manages the 'Returned mail' process for British Gas customers which handles all mail returned from the customers last known address. EXL team is required to contact the customer for further communication. British Gas is legally obligated to contact the customer via all available channels before a dormant contract is cancelled. The process heavily relies on the use of letters as a mode of contact.

- Customer detriment issues (cancellation) in case of returned renewal and service letters
- Need to do something 'differently'; high reliance on letters leading to high cost and low effectiveness
- Lack of end-to-end process understanding (offshore and onshore) and performance visibility
- Unclear business outcomes
- Manual processing; use of excel sheets to track multiple contact attempts
- No defined route for movement of transactions
- Heavy reliance of letter as a mode of contact made the process costly

Given the legal significance of this process, we created a solution which went beyond simple process transformation. The process redesign consisted of increasing the mediums we use to contact the customer, leveraging British Gas' position by using other internal systems (Experian, Data Lake etc.) and improving the operating model. The changes have been very positive, with a 'success' rate increase from 64% to 89%.

EXL delivered business value worth £0.18 MM in 2016 through re-engineering of the process and leveraging technology to meet business outcomes. These benefits were delivered through:

- Reduced cycle time
- Improvement in efficiency
- Reduced re-work and improved first-pass yield
- Reduction in contract cancellations

EXL and British Gas follow a collaborative approach for value realisation of initiatives. Initiatives are discussed with British Gas and value quantified in terms of customer and business outcomes. A formal value delivery note is sent to British Gas for validation and approval. Value delivery initiatives are a part of monthly and quarterly reviews – this ensures proper tracking of initiatives and transparency across all internal and external stakeholders.

## Capita & Zurich

The Zurich Account Teams are responsible for providing end to end service for Zurich's customers to ensure that contractual service agreements are achieved, and Zurich's brand and reputation are strengthened. Additionally, we support the client with business transformation and process improvements.

The team comprises 800 people across 55 teams, in Swindon and Cheltenham. The Account MD is Rob Leighfield, and he and his 7 Senior Managers are responsible for motivating these teams to achieve outstanding levels of performance.

We have contributed significantly both Capita and Zurich's visions; during 2016, there were no financial penalties imposed by Zurich for service level failures, and we worked with them to support a significant number of regulatory, legislative and propositional projects and initiatives.

The team's performance is noteworthy for a number of reasons:

- We proactively supported Zurich in handling the most financially significant tax year end since the launch of their new platform
- Our successful delivery has strengthened our relationship
- We over-achieved our financial business plan for the year
- Our support for Zurich has won them external awards
- Our success is used as a reference for potential new clients to Capita

In Feb 2016, we celebrated the 10th anniversary of our partnership, quote from Sue Whittington (Head of UK Operations, Zurich):

*"The strength in partnership between Zurich and Capita is truly impressive and evident in how, together, we deliver the right outcomes for our customers. I'm proud of what we've achieved together".*



## QX & Gardner Aerospace

The QX FAO team, consisting of 16 individuals, utilises best practices and rigorous process to deliver services around a wide range of F&A roles: accounts payable, accounts receivable, management accounts, treasury, Oracle super user administration.

The QX Finance & Accounts division was successfully delivering BPO and KPO for Gardner, working closely with their Finance Department. During the last two years, Gardner placed its trust in QX during times of radical change in their back-office operations, which included software implementation and major process improvements.

The team made key contributions to the success of the 1) Software implementation projects (Oracle, Kofax, Docuware), 2) Delivery of timely and accurate processing of close to 6000 accounts payable invoices every month, 3) Support for reducing the time taken for preparation of management accounts from 7

days to 3 days, delivering the below benefits:

- Cleared a large volume of backdated reconciliations within 6-8 months of implementation.
- Delivery of end-to-end accounts payable, account receivables, treasury, and monthly management accounts to tight deadlines.
- Processing approximately 6,000 invoices every month through ERP software to Oracle, delivering a high rate of accuracy.
- Timely payments, with effective supplier relationship, have raised the credit rating of the company and several suppliers have increased their credit term.
- Through rebates offered by suppliers for on-time payments, Gardner gained close to £400K during Sep'15-Aug'16.

The team continues to deliver 100% on the SLAs and plays a crucial role in Gardner's initiatives to drive innovation and digitisation.

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## Intetics & Large Telecommunications Provider

Intetics's client is a major telecommunications and mapping company headquartered in Finland. Launching a Geospatial data processing project in Eastern Europe, the client faced the challenge of scaling resources and establishing a dedicated team without building their captive centre. They were looking for a partner to take on some of their business processes. Intetics responded to the request by developing a new business model – Remote In-Sourcing - that allowed the creation of a full-stack production centre of 50 people staffed specifically for the client's needs in 3 months' time.

According to the new business model, the client defined the priorities in hiring and further team development which eliminated the risk of knowledge/control loss, cultural incompatibility and low employee morale.

For a smooth process launch, the team's core was created and

trained by the client. From then on team expansion was easily managed with new members being hired and trained by the core. So far, the Intetics project team includes 7 managers and 100 engineers.

Eight months into the Geospatial data processing project the Intetics team began to automate their working process. This increased productivity by 7-10%. Impressed by some of the improvements, the client often implements these processes elsewhere in their teams to produce better results across the board.

The team's core meets weekly with the client to discuss the latest developments. They are also involved in high-level client management meetings and are fully responsible for the improvement and maintenance of the business process run on Intetics's side.

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# BEST NEARSHORE TEAM





## ScaleFocus - Winner

Many companies benefit from the outsourcing business model while others still avoid entrusting their core business functions to external vendors due to lack of confidence and sense of sustainability in the partnership. In order to meet the business requirements of a customer, every supplier should be able to offer a team with specific skills, knowledge and attitude.

ScaleFocus is a preferred IT solutions' partner recognized by its excellence in outsourcing, service quality, client policy and human resource management - a reliable partner throughout the digitalization of clients' businesses.

In ScaleFocus we have built a strong internal culture sustained by our 5 corporate values.

- Value our people
- Agility is our way to success
- We always strive for excellence
- Integrity is what we believe in
- Open communication everywhere

When talking about ScaleFocus' team we are considering a solid basis of corporate values. Each and every department stands by them. Thus, through open communication across the company our structure facilitates efficient operations and enables everyone to evolve at personal and professional levels.

Our partnerships are based on an agile nearshore delivery model that enables clients to take advantage of a cost-effective service, combined with deep understanding of their business needs and premium quality delivery.

ScaleFocus has demonstrated tremendous growth since its establishment 5 years ago. It resonates with the company's ambitions to create a pan-European footprint of quality and excellence in nearshoring.

## Intetics

Our Partner, a European provider of IT and consulting services, faced the need of scaling up the development team to successfully cover the client's needs. The client faced an ambitious challenge of creating an integrated solution out of three platforms. The solution was intended to connect the client's offices with online services, help build a strong client online presence and create a single account for several platforms. The accomplishment of these goals depended on the improvement of the existing technological solution. To fulfil the client's request, our Partner needed to extend its development team. They approached Intetics with the task of updating one of the platforms.

The project concentrated on the complex integration of multiple platforms and the creation of a brand-new IT infrastructure. To ensure compliance with the requirements, Intetics designed a custom development strategy tailored specifically to the Partner's client's needs. This allowed the creation of a transparent development environment and provided 100% task visibility.

The established iteration policy allowed the team to concentrate on delivery of small-scale, high quality builds which also left room for the implementation of last minute changes.

As a result of co-operation with Intetics, the Client:

- Delivered an omnichannel solution to the market
- Entered the list of leading technology industry players
- Implemented the updated solution to 2000 retail stores
- Significantly grew user base compared to the previous marketing approach
- Increased the conversion rate of retail customers to online ones
- Enriched loyalty program
- Saved more than £1M on 3rd party software licensing

Today, the Intetics team is their Partner's full-stack support and development team. We continue to deliver continuous solution improvements and act as a knowledge base centre for new team members.



# Miratech

Miratech is an IT services and outsourcing company that provides managed IT services to large and midsize multinational organisations. Founded in 1989, Miratech has its headquarters in Stockholm and Washington, DC; and R&D centres in Poland, Slovakia, Spain and Ukraine. Miratech serves its customers internationally, covering 560 locations.

Miratech has created a team that combines legacy technology professionals with specialists in the most innovative approaches. Using this mix, Miratech can create an optimal team composition for every customer.

The Miratech nearshore team consists of about 220 professionals, more than 30 percent of whom are at the senior level. The team is very stable; 25 percent of the engineers have been on the team for five or more years. The nearshore team is a part of the Miratech engineering team, which has 508 professionals with more than 95 seniors and 345 mid-level members among them.

The following systems and technologies are supported by nearshore team:

- Operating systems: Windows, AIX, Solaris, HP-UX, Linux, Windows CE, Palm OS, Symbian, Mac OS

- Databases: Oracle, Microsoft SQL, Informix, InterBase, MySQL, Sybase
- Web servers and application servers: Apache HTTP Server, Microsoft IIS, Netscape Enterprise, BEA WebLogic, IBM WebSphere, JRun, JBoss
- Mobile application platforms: Google Android, Apple iOS, Microsoft Windows Mobile
- Mobile enterprise management: Citrix XenMobile, AirWatch, MobileIron
- Application-specific servers: Microsoft CRM, Microsoft BizTalk, Microsoft SharePoint, Microsoft Exchange, Lotus Domino, Oracle E-Business Suite, SAP
- Middleware: COM/DCOM, Microsoft Transaction Server, COM+, CORBA/SOAP, MQ Series, Microsoft Message Queuing, Java Message Service
- XML and related technologies: XSL/XSLT, XML, Schemas/DTD, EDI/X12
- Programming languages: Java, JavaScript, C, C++, C#, Perl, Visual Basic, VBScript, PHP, ColdFusion
- Virtualization software: Citrix, VMware, Solaris Containers/Zones, Microsoft



# BEST FAR-SHORE TEAM





# Teleperformance - Winner

See entry in category 'Excellence in Outsourced Customer Service'.

## EXL

EXL's Analytics far-shore team for the Customer Data & Insight team of British Gas, UK consists of a 41-member team based out of Gurgaon, India.

The team delivers analytics, modelling, data management and reporting within the various business functions catered by the client's Data & Insights team. The team comprises of 9 sub-teams of analysts, senior analysts and modellers, led by six leads and two engagement managers.

Key achievements

**People:** Our people are our biggest assets

1. Attrition halved from 2015 despite several adverse factors & client needs, e.g. shifting delivery base from Noida to Gurgaon and changing client structure.
2. Client/Employee engagement survey showed greater engagement and an increased loyalty to the team v/s industry/firm average
3. Average resource tenure exceeding 24 months v/s contractual expectation-12 months

**Enablers:** Technology/Up-skilling

1. Technical and behavioural trainings throughout 2016 – Hadoop/R/Python and customised packages regarding engagement culture
2. Enhanced virtual connectivity to the client servers with powerful tools and better network connectivity
3. Regular video conference connectivity for more face time reviews and knowledge sharing

**Projects:**

1. Insights worth £250m+ identified across teams in 2016
2. 50+ propensity models built with piloting advance concepts and Machine Learning
3. Consistently performed in champion mode on the Data and Customer Experience streams
4. Supported clients with additional analyses/responsibilities during the critical restructure period lasting a quarter

The team was instrumental in winning the UK Customer Experience award for the client in 2016.

## QX

The QX FAO team, consisting of 16 individuals, utilises best practices and rigorous process to deliver services around a wide range of F&A roles: accounts payable, accounts receivable, management accounts, treasury, Oracle super user administration.

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# AWARD FOR SKILLS DEVELOPMENT PROGRAMME OF THE YEAR







## Aviva - Winner

Aviva had an existing capability framework covering 14 different capabilities, 5 specifics to managing suppliers with 9 shared categories. The framework was infrequently used with little governance aligned to the use of it.

Aviva had a desire to improve and enhance the governance and design of the capability framework, allied to an increased FCA focus on the skills and capability of people involved in outsourcing. When reviewed globally it was identified that over 500 people within Aviva directly and indirectly engaged with outsourcers and suppliers.

There was a definitive need to design a capability framework to meet the needs of all of Aviva's markets at all levels of seniority and engagement. Executive Coaching; Partnering with State of Flux, Aviva have commenced with a series of Global WebEx's aimed at guiding our exec members to become more knowledgeable and better coaches for supply relationship managers Global WebEx; Aviva have identified our top 50 outsourced arrangements globally and have commenced with mandatory training for all which will lead to IACCM accreditation.

### Self-assessment tool

Aviva reviewed the existing framework in partnership with GSA, using industry best practice and the GSA Lifecycle model to identify:

- 12 revised capabilities relevant to Manage Supply activity,
- 19 revised capabilities relevant to Procurement and
- 21 revised capabilities relevant to Supply Chain Management

How is this unique?

To provide consistent messaging and access across all Aviva

markets, an online tool was developed, translated into local languages, through our People (HR) management system 'Cornerstone':

### Results

Over 500 people globally have either completed or are completing the CBT and self-assessment through our online portal, covering all Aviva markets across the UK, Canada, France, Spain, Italy, Poland, Hong Kong, Singapore, UAE and the IOM.

### Capability Development – Combination to industry

MI is produced from the online portal showing progress against each capability at; individual, team, cell, market and global level.

- A joint review of self-assessments with GSA indicated a 95% confidence level in the accuracy of completed assessments,
- c70% of people across the population had identified at least one capability development opportunity identified,
- c80% of the total capabilities assessed to date show individuals meeting their ideal grade.
- Governance to provide sustainability: Aviva have set up a Global Supply Management Review Forum to oversee and govern the overall framework, ensuring continuous improvement and relevance of all aspects of the tool:
- Annual CBT completion rates
- Annual Self-assessment completion rates
- Attendance and pass grades for Global WebEx's
- Trend data from capability assessments, to highlight common areas of concern
- Waitlists for requested external courses
- Development opportunities to improve any of the 4 elements of the framework



## Capita BBC Audience Services

Capita BBC Audience Services provides a wide-range of solutions to the BBC that include contact centre, Management Information production, charity donation administration, BBC tours and ticketing events. Recently, BBC Audience Services restructured their operational area. The key driver for this change was to allow the business to focus on both the immediate needs of the operation and the longer-term development and quality improvement needs of the individuals, teams and overall business.

The Manager Excellence Programme was a compact and cost-effective programme that targeted improving their manager's leadership capabilities, confidence and accountability for goal achievement and performance improvement across the front-line agents and business.

4th Quarter 2016 Capita BBC Audience Services staff survey completed anonymously by front-line staff showed highest results since staff survey began:

- “My line manager or someone at work seems to care about me as a person.” = 97.6% of respondents selecting true
- “There is someone at work who encourages my development” = 95.1% true
- “I know what is expected of me at work” = 98.8% true
- 2016-2017 results for Phone Customer Satisfaction: Up 12% from the previous year from 79.26% to 91.30%

The programme consisted of workshops, group coaching sessions and individual on-the- job support as well as follow up

sessions to ensure that core principles had been imbedded. A differentiating element of the programme was the integration and training of in-house coaches, who were responsible for ensuring sustainable change amongst the first-line management team of Development and Operational managers, and providing training that was sustainable across dayshift and nightshift front-line managers.

### Results

14 individuals from Capita BBC Audience Services went through the Managers Excellence Programme. Once all 13 managers had gone through the 7 planned workshops, a BRAG (Blue, Red, Amber, Green) Status Tracker was developed alongside the individual's line manager which gave a baseline of how the individual was currently performing and a target for them to achieve by the end of the programme was set. The BRAG tracker split objectives out into 7 key behaviours that were defined through workplace observations and trained out in the 7 planned workshops.

At the end of the 10-week programme, an assessment was completed for each individual. The assessment contained:

- Overall Competency Score: Benchmark/Target/Achieved
- Achievement Summary; completed by participant. How competency behaviours have developed and any successes as a result
- Coach Endorsement; Confirmation of Manager's achievements and any supporting evidence.
- Line Manager's Endorsement; Confirmation of Manager's achievements and any supporting evidence.



## Capita Life and Pensions

We have over 800 employees who provide customer service to Zurich's two million life insurance customers. As part of this, it became clear that further training was required to support vulnerable customers. We were used to supporting customers during times of bereavement and our training was focussed on helping customers during this challenging period of their lives. However, providing additional training for our employees to help customers with more complex needs become increasingly important and so our Vulnerable Customers Programme was developed.

Although we have various documented processes and procedures, feedback from our customer services team suggested we could be more flexible in certain situations, such as:

- A customer with dementia being unable to answer our security questions
- A customer lacking financial experience to understand our forms/requirements
- An elderly customer being pressurised into cashing in their policy by a family member

To support our training programme and improve the team skills we brought in some expertise from the Alzheimer's Society who developed a 'train the trainer' programme with a modular

dementia awareness session for us.

We then focused on addressing other areas of vulnerability, such as bereavement, terminal illness and divorce.

A variety of training methods were used to maximise engagement and encourage participation. One of them was having members of the team who were able to train other colleagues to ensure there was ownership of the training and that it became fully embedded into the operation.

Zurich were so impressed with this programme, that they paid for us to deliver it to their staff which made a good contribution to our financial targets.

The feedback and real examples prove how successful it was.

We've also made further changes to the way we work as a result:

- Allowing spouses to assist in Identification and Verification over the telephone
- Maintaining a network of foreign speakers that our call handlers can contact
- Implementing a dedicated Data Protection Officer, with additional autonomy for decision making
- Providing our claim handlers with additional empathy training

The programme has shown that outsourcers are not a "one size fits all" operation, and that we can tailor service to suit client's needs.



## EXL

EXL takes immense pride in providing a platform of growth and development to its people by encouraging both vertical and lateral personal growth within the organisation. This requires focus on building the right skillsets, nurturing talent and providing the right avenues for people to prosper in leadership roles. In 2016, with this goal in mind, EXL embarked on a journey of embedding “Coaching” as a fundamental element for the leadership across all levels.

EXL’s employee value proposition is - ‘We nurture professional growth. Script your future’. Our people and their skills are a vital, strategic asset to our business. In 2016, as part of a constant endeavour to develop its workforce and encourage superlative performance, the British Gas team at EXL embraced “Leader as a Coach” as a philosophy across all levels. Coaching was introduced as a business wide initiative and was launched with the senior leadership attending the workshop and coaching their teams.

“Leader as a Coach” is an action-based program with a blended approach, spread over a period of 6 months to enable the participants to build a “Coach Mindset” and an empowering style of management instead of traditional „command & control“. The GROW model, which is a simple method for goal setting and problem solving was used to help participants adapt to the principles mentioned above:

### Results

- 100% leadership retention
- Customer Satisfaction scores reached an all-time high at 8.6 (on a scale of 1-10)
- Improvement in Key Performance Metrics at a 91% achievement rate
- Increased openness to personal learning and development
- Increased ability to identify solutions to specific work-related issues
- Development of self-awareness
- NPS improvement by about 10%

“Leader as a Coach” has provided EXL with a „common language” that is gaining popularity as a new learning mechanism that empowers people for success. Asking powerful questions, facilitating the process, putting them in charge: these fundamental principles of coaching have helped EXL get their employees involved in the organisation’s day-to-day decision-making process, make them a success in their area and make them a success in achieving the target.”

Ultimately, the “Leader as a coach” programme is building awareness of our leaders/future leaders strengths as a coach. It establishes personal responsibility to develop the coaching culture and most importantly has resulted in lasting behaviour change that will sustain the culture of supporting people to better solve their problems every day.



# IBM

IBM Global Technology Services (GTS) provides IT infrastructure outsourcing and managed services to a wide range of global clients in all industries. Increasingly, we are dealing with complex ecosystems of outsourcing partners providing diverse services and products. Adapting to this ongoing transformation requires a new skill — a new working methodology and way of active engagement with our clients. This new skill is IBM Design Thinking. IBM Design Thinking is an innovative, human centred framework to solve our clients' problems at the speed and scale that the modern digital enterprise demands.

IBM has successfully built the IBM Design Thinking program to fundamentally transform how our clients experience our products and services. This programme changes how we interact with our clients and differentiates us in our sales engagements. The IBM Design Education + Activation programme is delivering active learning experiences around the world. In team-focused enablement workshops, our Education + Activation team works directly with GTS staff to advance their work using a user-centred design thinking approach.

GTS colleagues not currently working on new deal opportunities, or who are unable to participate in face to face workshops, are encouraged to complete an online education programme, through which they can earn an IBM Design Thinking Practitioner Badge. GTS account team executives are introduced to basic IBM Design Thinking practices during deal coaching sessions.

A 2-day enablement workshop is held for all for GTS account teams prior to client engagement in IBM Design Thinking workshops. An intensive, 4/5-day workshop is held for interdisciplinary teams who want to infuse their projects with deep empathy for their users while learning design thinking in a collaborative, hands-on environment.

By the end of 2016, GTS had trained 30 teams, almost 600 people, educating them about design frameworks and methodologies, coaching their teams, facilitating problem solving, advancing their practice, and inspiring their leaders.

One of the core principles of how IBM GTS has adopted design thinking is that the workshops are run with client stakeholders. We co-develop solutions in an iterative, problem-solving phase, lasting 6–8 weeks, which includes several facilitated workshops in which we co-create human-centred design solutions. IBM has published the IBM Design Thinking framework so that anybody, anywhere can achieve better outcomes for their stakeholders.

IBM GTS will continue to train professionals in Design Thinking throughout 2017 and beyond, as IBM transforms itself to become a design-led organisation.

By the end of 2017, over 1,500 GTS staff will have been trained in live workshops as IBM Design Thinking practitioners, and an additional 15,000 will have learned the basic principles through the online education programme.



[www.gsa-uk.com](http://www.gsa-uk.com)