



**halfords**



**A transformational  
customer experience  
partnership**

# A partnership born out of a crisis...

Halfords wanted to **enhance** their **customer experience**, whilst reducing costs to navigate **uncertain economic times**. Starting with a **consulting engagement** and a **rapid diagnostic assessment** it became clear the underlying challenges were due to **broken processes** within the **customer journey**.

Webhelp have been in partnership with Halfords for two years, delivering sales through service support in a consolidated model through voice and webchat. Starting off with some **crisis support**, the team rapidly scaled up to **+400 FTE** during the Covid-19 Pandemic.



## Our journey To 400+ colleagues



A partnership that is adding value and creating growth



# That has been optimised & improved...

With a lot of learnings along the way...

In our "Optimise" phase following centralisation with Webhelp now handling all voice queries it became clear that the projected levels of **Conversion** and **Average Order Value** were behind the projected curve.

Following a rapid route cause analysis, a **bespoke recovery plan** was shaped and deployed featuring the following:

- 1 Bespoke **Training** provided critical selling skills which was supplemented by a **Reinforcement Plan** to ensure classroom learnings played through to operations
- 2 **Cultural** and **Environment** changes enabled essential habits, behaviours and the habitat for a positive sales environment
- 3 Implementation of a purpose built **NBA** tool that prompted both cross selling and upselling increased the average revenue generated per call

## And the results speak for themselves....



54% gain in Revenue delivery - 96% of Revenue Target achieved Vs 62%



43% increase in Average Revenue per Call - increased to £7.59 Vs £5.30



36% increase in Sales Conversion - 12.1% Vs 8.9%



9% increase in Average Order Value - £64.51 Vs £59.35

£19m



Sales Revenue in 21/22

98.4%



PCA across voice and chat

3.9M



Contacts across all channels

+61.3/  
+36.75



Voice/Chat NPS



OPTIMISE

# To set us up for our mission to truly change the game....

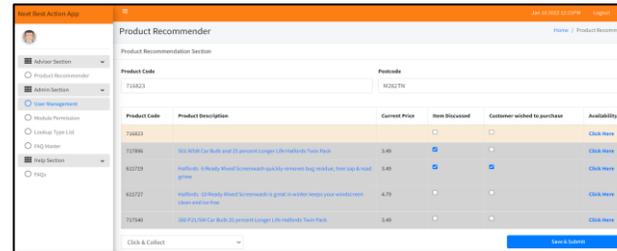
In our **Evolve & Digitise** phase, working in collaboration Webhelp and Halfords have identified **transformation** opportunities to **reduce cost, lower demand and channel shift** alongside **initiatives that improve operational performance and generate increased revenue**.

## CX Transformation



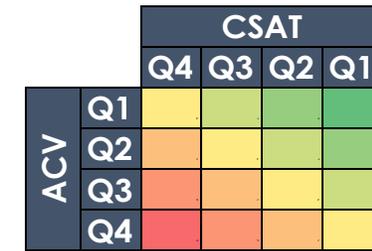
**Insight dashboards** showing **reason for contact level data** across voice and chat developed to **support the understanding of demand and help identify areas for improvement**.

## Revenue Generation



**Next Best Action (NBA):** Using Product SKU and Postcode to return **product recommendations** through a web based application, **facilitating more effective sales conversations**.

## Operational Performance



**MyLift:** uses **Natural Language Processing (NLP)** and **predictive modelling techniques** to deliver **personalised coaching sessions** to agents.



### CX Transformation



**£2.33m**

in Cost, demand reduction and channel shift opportunities

### Next Best Action



**£3.48 to £15.68  
increase**

in Average Order Value (AOV)

### MyLift



**8.3%**  
Increase in  
AOV



**2.2%**  
Increase in  
CSAT



**Sharon Millard,**  
Head of Contact  
Centre Operations,  
Halfords

*“Over the time we have been working in partnership with Webhelp our capacity and capability to meet the needs of our customers has improved exponentially. Starting with the pandemic demand spikes, then moving through to supporting our retail stores sales and service model, and now delivering the critical analytics and rich data we need to transform our customer experience.*

*In a relatively short period of time, we have met demand flexibly and provided a consistent high level of service at first point of contact, then quickly understood where the friction and failure points are. This means that we have been able to reduce contacts and are now able to pivot to digital channels to support our continued growth, understand the customer journeys and move to a value focused support service.*

*It has not been all plain sailing and there were some tricky challenges to initialise and optimise such a big change. Importantly though, we have made the ‘partnership principle’ central to our solution delivery, and our results have come through the closeness of the working relationships of our outsource and inhouse team.”*

halfords



Thank You

For further details  
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Or Visit:

**[www.webhelp.com](http://www.webhelp.com)**