

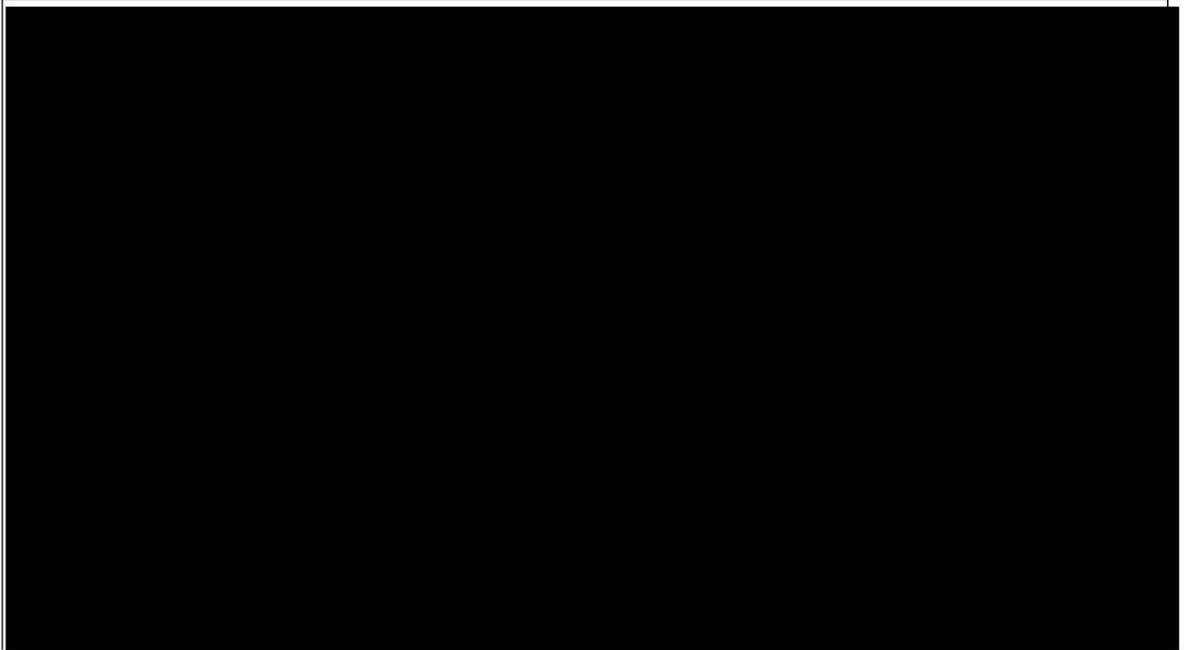
Response Document

Part 3 Technical Questionnaire

Section / Question	Requirement	Evaluation Method	% Available
Part 2 - Quality			80%
1	<p>It is imperative, in order to fulfil our strategic ambitions, that we engage with a supplier who is at the top of their game in terms of being contact centre improvement facilitators, with proven experience in successfully shaping their clients' contact centre strategy.</p> <p>Please outline, using the information in the specification how your organisation would approach this project, starting from the initial strategic discovery phase, right through to support, advice and optimisation. Please explain each phase, the benefit of each phase, how that phase is relevant to this requirement and outline where you've used these phases previously and the successes that they have provided.</p> <p>Suppliers with a clearer process which explains and evidence the business outcomes and benefits of how this methodology will be successful will score higher for this question.</p>	0-5	15%
Bidder Response	<p>CCL understand that the Ordnance Survey are looking for an expert in contact centres to help develop the customer transformation strategy and achieve both quick wins and sustainable improvements in the contact centre operation. The aim of this work is to support the ambitious growth strategy that OS have and to move from a traditional customer service approach to a modern, omni-channel operation able to meet the diverse needs of all the customer groups.</p> <p>Customer Consulting Limited (CCL) has its roots in the UK's premier contact centre and customer management group, which started in the early 1980's. Members of our consulting team set up and ran an outsourced contact centre operation that eventually grew to some 3,500 people; and developed the largest specialist contact centre and customer management consultancy in Europe.</p> <p>CCL has over 100 consultants all with a minimum of 15 years' experience in contact centres. At least 40 of these consultants have been operationally responsible for running contact centres (rather than in support roles). Two of our directors and many of our consultants judge the European Contact Centre Awards, and recently, our MD, [REDACTED] has judged the UK Customer Experience Awards and Digital Experience Awards. Judging awards helps CCL and its consultants stay completely up to date and at the leading edge of the contact centre and customer management industry.</p> <p>CCL has developed a Contact Centre Development Model to show clients how they compare against best practices within the industry. This has been particularly useful in showing senior people where the contact centre is now, what its strengths and weaknesses are, and what the key areas for development, investment and return are.</p> <p>Whilst CCL has worked with many large contact centres, we also work with smaller specialist consumer and business to business operations. The overall methodology to develop the strategy remains similar, but B2B and mixed operations require a more flexible approach. We tailor our approach for each client to make sure they get exactly what they need.</p> <p>As your contact centre is relatively small, we believe that you would get better value from a small team of very experienced all-round experts in contact centres, rather than a big team of specialists. We think you need people who have seen many operations, who know best practices and are able to judge what are appropriate benchmarks and measures. Also people who can guide and advise the OS team as to how to map customer pathways and how to make improvements.</p>		

CCL has developed an overall methodology and various supplementary tools over the years to support clients with similar problems. These save time and allow our consultants to add real value at the front end.

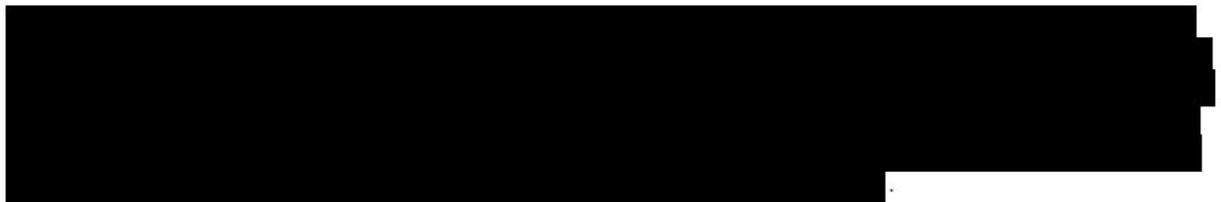
The high-level end to end methodology is shown below:



**CCL Strategy Development Methodology**



**Brief**



**Investigation**



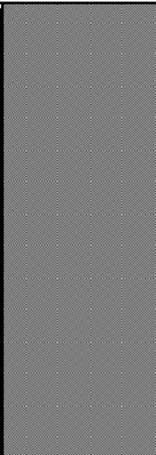
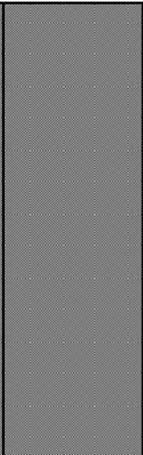




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**Case Study 2**

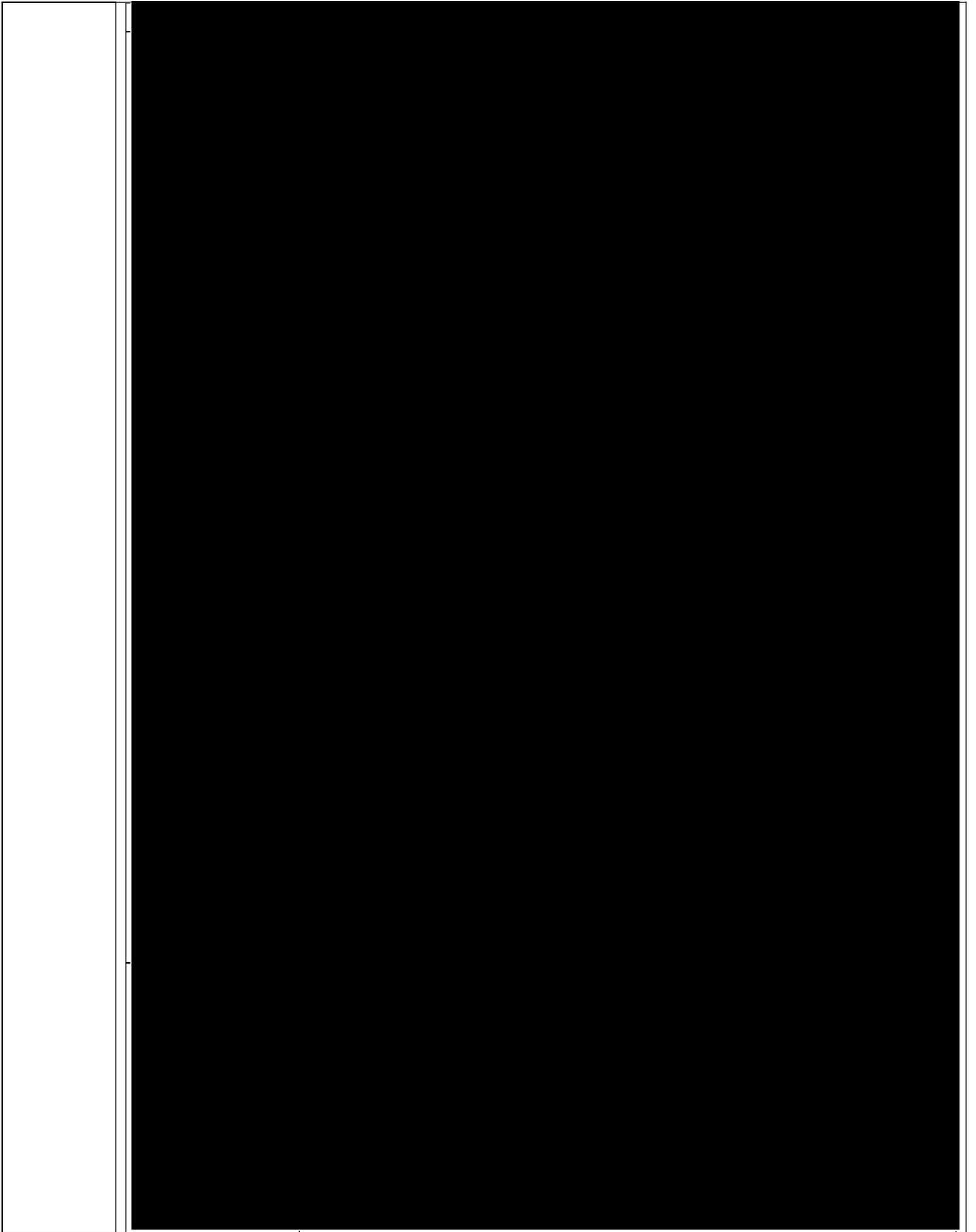
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<p>2</p>			
<p>2.1</p>	<p>Specialist contact centre transformation optimisation combined with customer experience outcomes to deliver customer transformation with impact.</p>	<p>0-5</p>	<p>12%</p>
<p>Bidder Response</p>	<p>Customer Consulting Limited (CCL) was formed in 1999 to translate the customer related aspirations of corporate strategies into reality. We have our roots in the UK’s premier contact centre and customer management group going back over 30 years to the early 1980s. Members of our consulting team set up and ran an outsourced call centre operation that eventually grew to some 3,500 people; and others developed the largest specialist call centre and customer management consultancy in Europe. Over the past 20 years, CCL have set up and consulted on hundreds of contact centres in 14 different countries. Some of our clients include:</p> <ul style="list-style-type: none"> <li>▪ EON</li> <li>▪ National Express Group</li> <li>▪ Which?</li> <li>▪ Good Energy</li> <li>▪ Aviva</li> <li>▪ The National Audit Office</li> <li>▪ Lifetime Training</li> <li>▪ Bupa</li> <li>▪ Three Mobile.</li> </ul> <p>From an implementation perspective, CCL consultants have trained over 250,000 people in communication and customer service skills, won 2 National Training Awards, won 8 Contact Centre Awards and designed and managed over 50 major operational and change programmes. Many of CCL’s consultants have also been judges in the European Contact Centre Awards.</p> <p>CCL have specific experience around Contact Centre transformation. Within the past few years, we were contracted by a major global office supplies corporation (B2B) to assess the pros and cons of consolidating 12 European Contact Centres to a centralised location. The project objective was to analyse the current operating model, evaluate ‘to-be’ options and choose a strategy moving forwards, to include:</p> <ul style="list-style-type: none"> <li>▪ Number of sites</li> <li>▪ Locations</li> <li>▪ In-house or outsourced</li> <li>▪ Implementation method i.e., phased vs. big bang</li> <li>▪ Opportunities and benefits</li> <li>▪ Risks and how to mitigate.</li> </ul> <p>As a result of this project and some specific pilot work, CCL was appointed as the global training partner for contact centre training.</p> <p>CCL were recently engaged in a Contact Centre Consolidation project with a finance company where we helped smooth the transition of all the small business units into a centralised location, whilst optimising customer service and standardizing processes and procedures.</p>		

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Case Study 1

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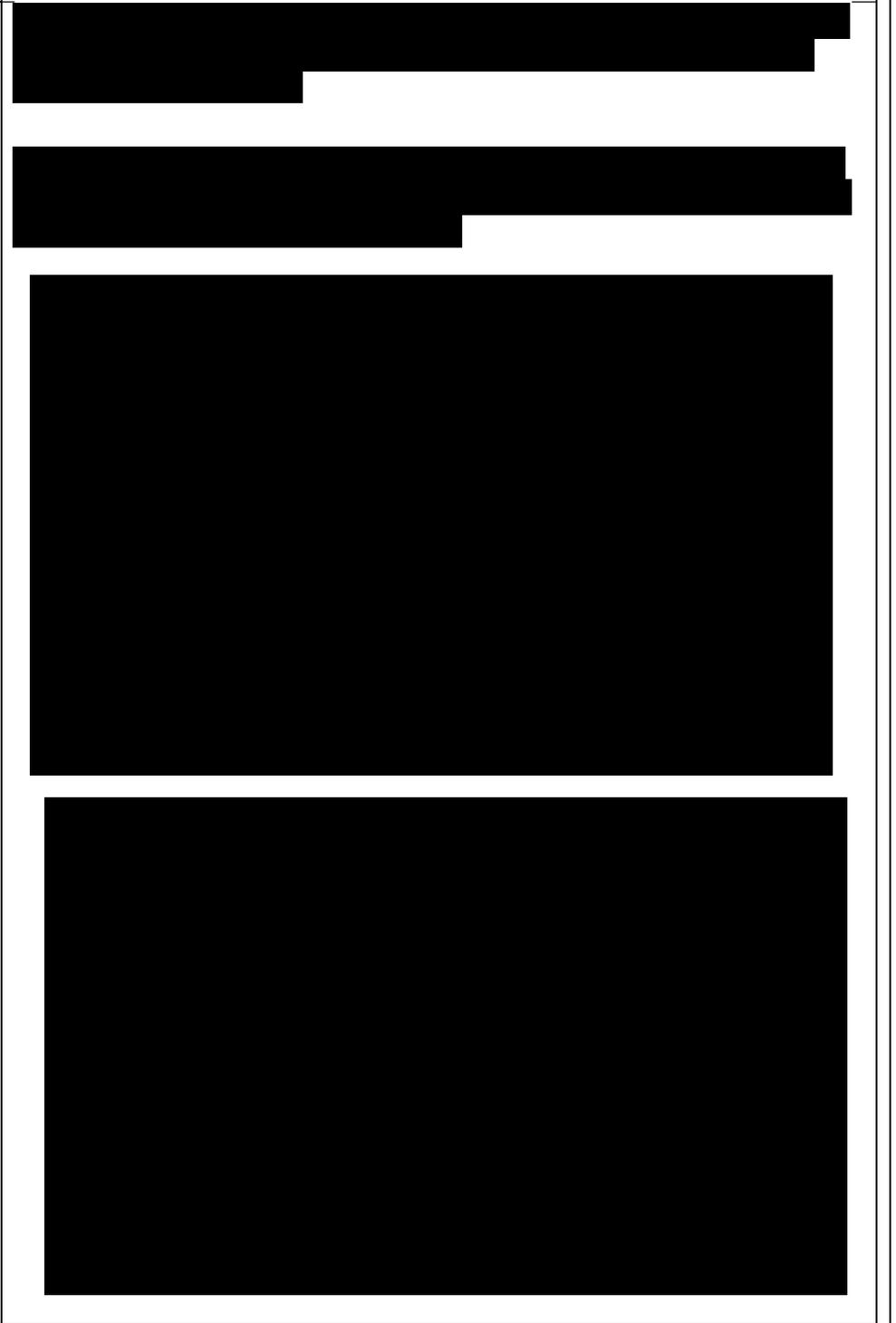


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2.2	An approach and proven methodology to transform a modern service centre using automation, technology platforms and analytics to create capacity and leverage value	0-5	12%
Bidder Response	<p>[REDACTED]</p> <p>[REDACTED]</p> <p><b>Case Study 1</b></p> <ul style="list-style-type: none"> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> <li>■ [REDACTED]</li> </ul> <p>[REDACTED]</p>		



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<p>2.3</p>	<p>Proven track record of creating a high-performance culture where decisions are made with the customer in mind to deliver tangible value and better experiences.</p>	<p>0-5</p>	<p>12%</p>
<p>Bidder Response</p>	<p>[REDACTED]</p> <p>[REDACTED]</p>		



		
	<p>Strategy &amp; Execution</p>	

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2.5	Ability to create B2B solutions for commercial and Government as well as B2C consumer audiences.	0-5	3%																								
Bidder Response	<p>[Redacted]</p> <p>We have carried out a significant number of projects on a risk and reward basis, which bears testimony to our confidence in being able to deliver results for our clients.</p> <p>Recent projects include:</p> <p><b>Case Study 1</b></p> <table border="1" data-bbox="279 1220 1500 1870"> <tr> <td>[Redacted]</td> <td>[Redacted]</td> </tr> </table> <p><b>Case Study 2</b></p> <table border="1" data-bbox="279 1948 1500 2016"> <tr> <td>[Redacted]</td> <td>[Redacted]</td> </tr> <tr> <td>[Redacted]</td> <td>[Redacted]</td> </tr> </table>			[Redacted]																							
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2.6	Clear demonstration of leaving a legacy of people and process that is self-sufficient in the new ways of working.	0-5	10%	<p data-bbox="124 1733 233 1798">Bidder Response</p> <p data-bbox="272 1980 432 2013">Case Study 1</p>

	[REDACTED]	[REDACTED]

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	<div data-bbox="284 1585 480 1630" style="background-color: black; width: 100%; height: 100%;"></div>	<ul style="list-style-type: none"><li data-bbox="547 1585 1437 1630">■ <div data-bbox="603 1585 1437 1630" style="background-color: black; width: 100%; height: 100%;"></div></li><li data-bbox="547 1630 1437 1697">■ <div data-bbox="603 1630 1437 1697" style="background-color: black; width: 100%; height: 100%;"></div></li><li data-bbox="547 1697 1437 1765">■ <div data-bbox="603 1697 1437 1765" style="background-color: black; width: 100%; height: 100%;"></div></li><li data-bbox="547 1765 1437 1832">■ <div data-bbox="603 1765 1437 1832" style="background-color: black; width: 100%; height: 100%;"></div></li><li data-bbox="547 1832 1437 1899">■ <div data-bbox="603 1832 1437 1899" style="background-color: black; width: 100%; height: 100%;"></div></li><li data-bbox="547 1899 1437 1966">■ <div data-bbox="603 1899 1437 1966" style="background-color: black; width: 100%; height: 100%;"></div></li><li data-bbox="547 1966 1437 2033">■ <div data-bbox="603 1966 1437 2033" style="background-color: black; width: 100%; height: 100%;"></div></li></ul>

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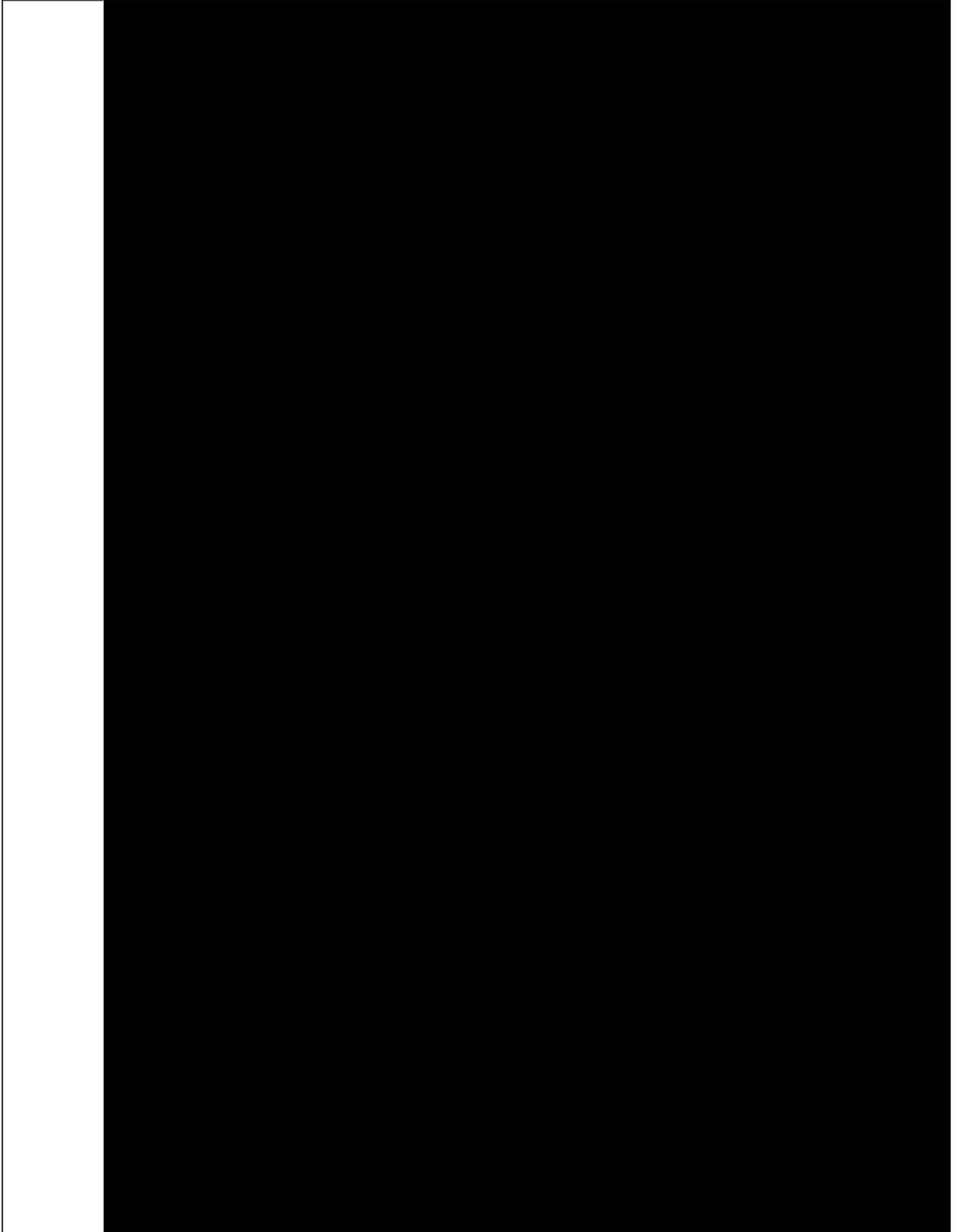


<p>Bidder Response</p>	<p>The CCL Consulting Team has over 40 people who have managed customer operations in their career and on average our team has over 35 years' experience in Customer Management. The company was originally a consulting business of a large outsourcing group, so we have considerable experience of insourced and outsourced operations. [REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p> <p>[REDACTED]</p>
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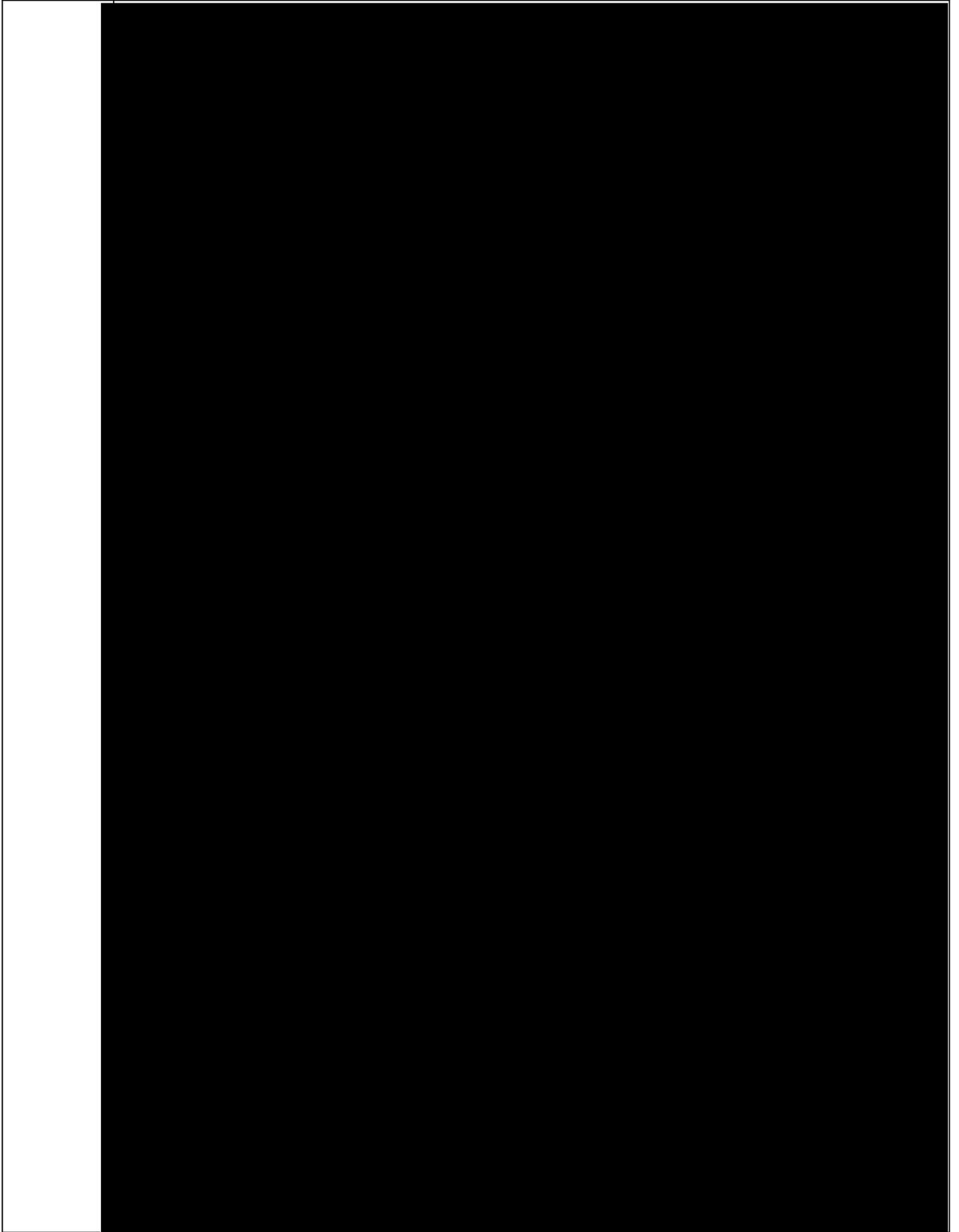














4	Please outline the resource, information, and/or stakeholder engagement that will be needed from within OS in order for your proposal to operate successfully. Please explain the rationale, and any skillsets or data that will be required from specific roles.	0-5	2%
Bidder Response	<p>Ideally, we would like to work closely with OS and form a joint team on this work. This enables ownership, knowhow transfer and cost-effective development of the strategy. Ideally the OS sponsoring director will set the context for the work and provide guidance and a sounding board to the CCL team as the work progresses and we start to form views and hypotheses as to the strategic options.</p> <p>Then it would be ideal to have an OS project lead, sometimes this can be the contact centre manager or their manager. This person can help gain access to the data needed in the discovery phase and knows who is who, what they do etc. This can help save a lot of time and cost. The time commitment would be around 2 days per week. We are aware that sometimes this is difficult for the CC manager as they also need to be running the operation. (to be discussed)</p> <p>Also, an administration resource is useful for coordinating diaries and getting hold of data.</p>		

Normally, once we have carried out the initial briefing session, CCL would confirm the plan for the work in Confirmation of Brief document which is signed off by both parties. This includes a detailed plan for the work, who we need to meet, how we listen to calls, what data we need.

We have a detailed template for this and it ensures all elements of the work are thought through and planned effectively.

[REDACTED]

Given the current situation with Covid-19 we anticipate much of the work being carried out remotely. We are able and willing to come on site if needed. Having said that, remote listening to calls is key to our understanding of how well customers' needs are currently being met, so the ability to do this is important. The rest can be done over video calls and email.