

case study



INVESTORS IN PEOPLE

Tesco Customer Service Centre



Background

Size:	800 employees
Sector:	Retail/ IT/ Contact Centres
Location:	Scotland
Status:	Achieved Investors in People in October 2006.

The organisation

The Customer Service Centre forms part of the Tesco.com business within Tesco Plc.

The centre responds to queries from the entire core UK based business by phone, letter and email. On average the centre receives 10 million client contacts a year, with an annual growth of 10% before any new initiatives are added.

The Customer Service Centre operates on the following core value/purpose: "Create value for customers to earn their lifetime loyalty."

- **Achieving Investors in People status has resulted in creating clearer individual objectives, linking back to company success**
- **Investors in People recognition has made us an employer of choice**
- **Without the assessment we may not have known about potential problems.**

"Just go for it! There's so much you can learn from the process. It's a fantastic accolade to get and lets you celebrate what you do well!"

Nicki Gautier-Hughes, Tesco Training Manager



The challenge

We committed to Investors in People because people are at the heart of everything that we do. Investors in People recognition is both a prestigious award and a good business tool. Assessment is a rigorous process and provides a “sanity check” for organisations - What can they learn to do better?

What also appealed to us was that it's not just benchmarking us against other call centres, but against different sectors. The option of having an ongoing review helps us to avoid becoming complacent; we're always striving to be better to help our customers

The strategy

Although we were advised that on average it takes approx. 18 months, the process took us only 8. Following an initial diagnostic, our Advisor identified how we were currently performing against Investors In People requirements. It was clear that we already had many systems and procedures in place which mirrored these. This was a real morale boost and great feedback. It spurred us on to achieve Investors in People quickly.

Our success depends on our people. If the Tesco team find what we do rewarding, we gain their emotional loyalty and they are more likely to go that extra mile to help customers. This is expressed as two key values; 'No-one tries harder for customers', and 'treat people as we would like to be treated'. Helping achieve what is important to our employees will help us to deliver an 'Every Little Helps' Shopping Trip for our customers.

We measure staff feedback on a continuous basis, and each February we issue our Viewpoint questionnaire in the UK, and its results help us to attract and retain great people.

The results

Achieving Investors in People has helped us in quite a few ways. In the local area, we're an employer of choice and this has given the staff a real sense of pride. Recognition is confirmation for our staff of what we're all doing well and what we need to work on. The assessment process told us in our staff's own words what we need to work on too.

The assessment highlighted that we need to tackle how agency staff are treated in the organisation, ensuring everything is brought into line and people have the same opportunities for success, promotion and support. Without the assessment we may not have known about potential problems which could have impacted our core values.

At the centre we've chosen to bring the normal review process forward to every 18 months. This ensures we're always ahead of the game.

As a result of Investors in People in combination with other initiatives, customer satisfaction results have improved quite a lot. From the staff perspective, the review process highlighted that people couldn't necessarily see how what they were doing individually mattered to the larger organisation. This has resulted in creating clearer individual objectives, linking back to company success.

We have three clear service expressions; show you care, know your stuff, and share a smile. Employees that have shown special achievement against these measures can be nominated to win employee of the month and receive a bonus on top of their monthly salary.

We also have an annual "Oscars" ceremony where employees can win categories like "Best support person" and "Best newcomer". It's a good night for staff and some even go in costume. Each winner receives a trophy and £100 of gift vouchers.

Tesco Customer Service Centre was assessed by Investors in People Scotland.

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