

TAO
LEADERSHIP



THE NEED

CHALLENGE

Sky's biggest contact centre had major problems with behaviours, culture & capability. This site is *circa* 1000 seats, one third of the overall Retention footprint, so when *it* has a bad day, the entire sales *operation* has a bad day.

74% of Leaders there were new in role. The other 26% had variable leadership & coaching capability.

This culture was heavily impacting the *Employee Experience*, the *Customer Experience*, as well as *Save Rate*, *Absence*, & *Attrition*.

Sky wanted measurable commercial uplift within three months of delivery.

And all this against a background of being under intense scrutiny from their industry watchdog.

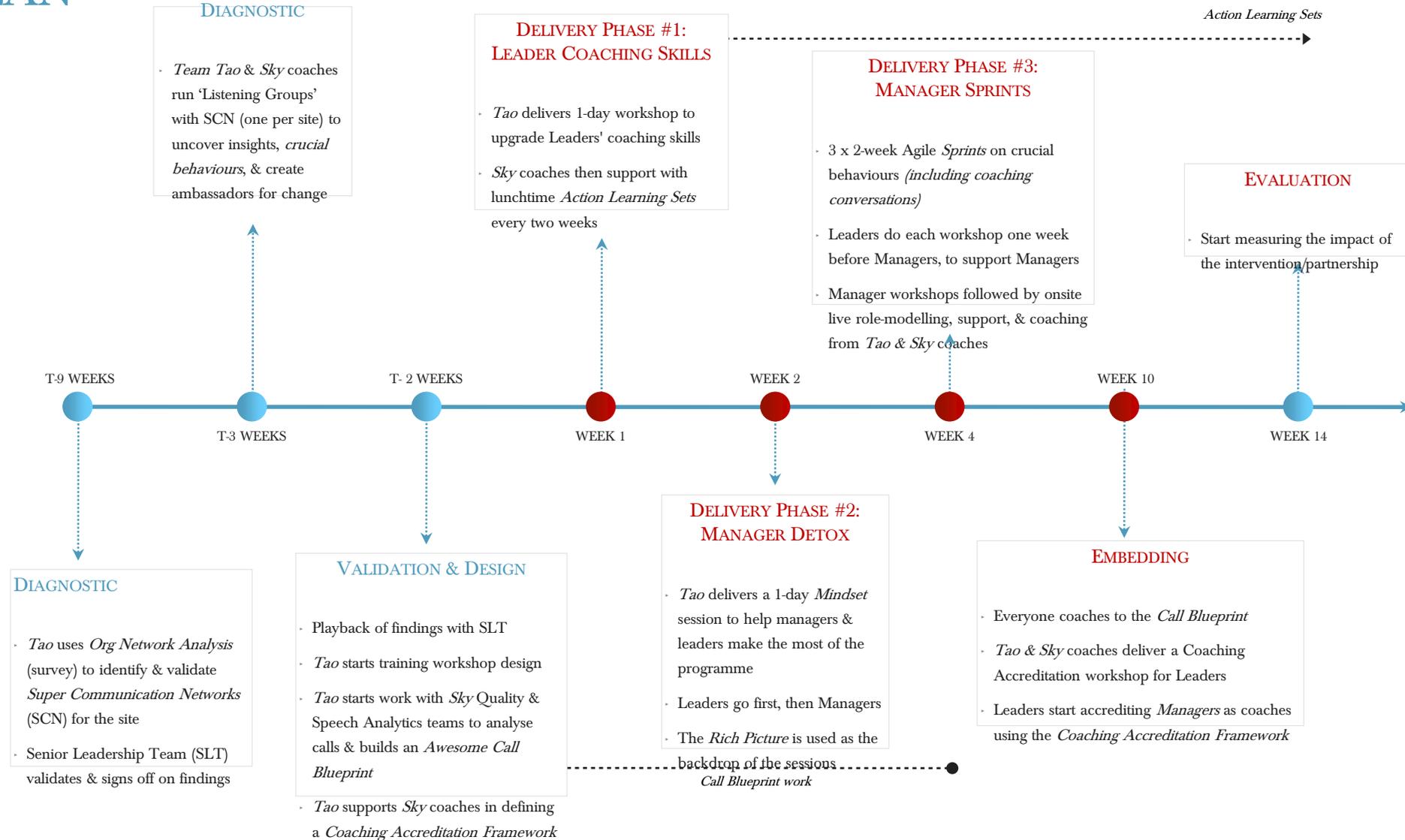
RESPONSE

Lifting Save Rate is relatively easy - but how do we improve Save Rate *with the right behaviours*, showing the best of *Sky* to their customers?

The answer is rapid transformation of management/leadership capability, accountability, & coaching conversations, making sure *everything* is grounded in excellent *Agent* service behaviours.



THE PLAN



INVEST IN BEST IMPACT AFTER 6 MONTHS



£30 Million returned to the business, an **ROI of 37,400%***

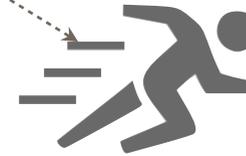
*This figure is calculated by the formula:
 $ROI = (Return\ to\ the\ business) - (Cost\ of\ the\ development) / Cost\ of\ the\ development$*



NPS score from -10 to +47 – **climbing 57 points**



Engagement currently at 75% - **more than double** score 6 months ago



Attrition dropped by 30%, generating **£4.5 million savings**



Short term absence dropped 6%
= 81,000 extra hours
Equivalent to hiring another 45 FTE & generating £1 million savings

** While this ROI figure includes the benefits gained by lowering absence & attrition, (as outlined above), by far the biggest impact financially has been the increase in retained clients compared to the figures before the programme started.
Sky have asked us not to share the specific numbers since they are commercially sensitive.*