

# CASE STUDY



## Tesco Customer Service Centre

*“Just go for it! There’s so much you can learn from the process. It’s a fantastic accolade to get and let’s you celebrate what you do well!”*

**Nicki Gautier-Hughes**  
HR Project Manager



### BACKGROUND

**Size:** 800 employees (450 core staff, 350 agency staff)  
**Sector:** Retail  
**Location:** Dundee  
**Status:** Recognised since 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.

### THEIR VISION

**“Create value for customers to earn their lifetime loyalty.”**

- **Now the employer of choice in the area**
- **Customer satisfaction results have improved**
- **Clearer individual objectives linking back to Tesco’s KPI’s**

## WHY INVESTORS IN PEOPLE?

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.

## HOW LONG DID IT TAKE YOU TO ACHIEVE INVESTORS IN PEOPLE RECOGNITION?

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 the Standard. It was clear that we already had many systems and procedures in place which mirrored the Standard's requirements. This was a real morale boost and great feedback. It spurred us on to achieve the Standard and reach it quickly.

## THE RESULTS

Achieving the Standard 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 staff 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, customer satisfaction results have improved. 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.

## WHAT IS YOUR OVERALL PHILOSOPHY ABOUT YOUR RELATIONSHIP WITH YOUR STAFF?

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 staff 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.

## WHAT WOULD YOU SAY TO ANYONE CONSIDERING INVESTORS IN PEOPLE?

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