

Peter Murley

Competencies/Skills/Experience

'Customer Experience' Management

- Designing and implementing B2C and B2B end-to-end customer experience models to drive competitive edge and grow market penetration.
- Definition and management of integrated customer satisfaction programmes linking feedback ratings with enterprise remuneration schemes to actionable functional plans and meaningful strategic and operational change mechanisms.
- Design and implementation of customer, needs-driven service segmentation models based on weighted criteria including value and portfolio complexity.

Operations Management

- Definition and delivery of linked volumetric models with KPIs, measures and integrated management reporting.
- Business plan modelling and scenarios/sensitivities.
- Generic and specific design and implementation of model office/service incubation models to test and trial end-to-end change initiatives at minimal commercial risk.
- Management of large operational contact centres from an inbound, outbound, front and back office perspective – across sectors including outsourcing, banking, telecommunications and 'infotainment'.
- Implementation of complex customer-centric strategies across channels and segments – through people, process and systems & technology enablers.

Project and Programme Management

- Programme management of multi-disciplined projects and resources, participating in and management of project boards and steering groups.
- New start-up and existing business programme direction and architecture – across disciplines and processes.
- Consistently delivering to challenging timescales and strict cost targets.
- Supplier evaluation, management and cultural integration.
- Planning requirements, defining and managing a wide variety of customer, user and enterprise pre-launch needs and scenarios.

IT and Systems

- Definition and integration of major software components within service-centric businesses – including CRM, workflow and document management, billing systems and other applications – for 'infotainment' and telecommunications sectors.
- Management and direction of a medium-size (50) customer management systems team involved in multi-site system upgrades and prioritised roll-out of user-base functional requirements.
- Managing and defining UAT requirements.
- Supplier selection and management against user-based, technical and commercial requirements.

Strategic Planning

- Demonstrable wide and functionally diverse business analysis experience relative to service experience strategies as an integral part of proposition management.
- Analysis and competitive benchmarking/best practice to create market differentiation.
- Driving service experience strategy across the enterprise and ensuring sustainability.

HR

- Design, development and implementation of radical people, change, development, training and differentiation programmes.
- Development of individual and team competencies and profiling across the business.
- Resource satisfaction measures and feedback into strategic direction and operational change.
- Creation and use of human capital and knowledge to drive forward business direction and achieve strategic objectives.
- Definition and implementation of 'culture maps' which clearly illustrate behavioural expectations and strategic business fit.

Outsourcing

- Significant knowledge of the UK outsourcing market within the customer service sector.
- Several visits to India as a speaker, a reviewer of operational centres and a facilitator of new business opportunities.
- Considerable experience of working for UK outsourcers on both sides of the table – helping outsourcers to win business and to re-engineer strategies, through to enabling end clients to select the right outsourcer and evaluate outsourcer competencies and performance.

Due Diligence/Audit (Service Operations)

- Actively involved in MBI opportunities and facilitating sales and acquisitions in UK and South African markets..
- Conducting 'due diligence'/audit' appraisals and reviews of operational customer service/ customer operations units and associated functions and dependencies.
- Use of structured operational 'audit' processes to gather, rate and compare information, output gaps and determine inter-dependent action plans.

Fulfilment

- Definition of Customer collateral/letters/contracts relating to the 'customer experience' interface.
- Management of billing fulfilment requirements (>20 million pages) across the UK.
- Definition, design and management of new print suppliers.

Process

- Mapping of current business processes.
- Process gap analysis.
- Process redesign and mapping.
- Process change and implementation.

Voice of the Customer

- Design and implementation of a substantial, revamped VOC programme – reviewing real customer priorities, expectations and measurement against actual performance
- Design, development and implementation of Mystery Shopping initiatives
- Implementation of sector-wide VOC comparisons
- Design and Implementation of end-to-end, holistic VOC programmes linking customer outputs with business-wide, functional and individual action plans and associating performance against objectives and rewards