

# Chris Butcher

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## Personal statement

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An experienced senior manager, passionate about and specialising in Customer Service and operational transformation, improving customer satisfaction and operational efficiency. I also have good experience in creating customer-facing business continuity plans. With a pragmatic, can-do attitude and 'hands-on' approach, I thrive on delivering change, finding solutions and particularly enjoy troubleshooting and problem-solving. I am a good communicator at all levels, an advocate of plain English, and win the trust of both peers and team members with my open and honest character.

## Key Achievements

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- Remodelled customer service structure to deliver excellence in a multi-product, multi-customer type environment, progressing from Customer Service Manager to head of Customer Service function
- Successfully transformed customer support, including system deployment and integration across multiple channels and teams – VOIP phones, Live Chat, Zendesk (support ticket system) and self-help ('omnichannel' model) – customer satisfaction increased to above 92%
- Successful team builder and leader – created, trained and maintained highly successful team of 18 advisors whilst providing functional lead for Customer Service across the business
- Created business continuity plans and led tactical Crisis Management Team
- Merged acquired company (IMIS) into main business, including leading closure of existing office and transition of services

## Employment History

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### Founding Director of CsCx Ltd

Created on leaving BCS to facilitate invoicing of any future interim or contract roles

*(Nov 2017 – present)*

### Head of Customer Service function – BCS The Chartered Institute for IT, Swindon

*(Nov 2007 – Nov 2017)*

- Member of Senior Management Team
- Built and led strong, empowered customer service team with 'do the right thing' culture
- Remodelled customer service provision to focus on customer types rather than products
- Built 'product champion' structure to ensure advisors had access to detailed knowledge of wide product range – depth and breadth of knowledge across team
- Built new telesales team – operational within 3 weeks of brief
- Challenged silos and proactively drove service quality improvements across business
- Led merger project to close IMIS office and bring customers and services into main office
- Led project to deploy VOIP phones in contact centres including optimised call routing design
- Led project to implement Zendesk (ticket system), replacing standard email
- Led project to expand customer support channels to live chat and self-help, integrated with Zendesk, to provide single point of data for improved efficiency and customer satisfaction (92%+)
- Chaired tactical Crisis Management Team (including design of business continuity plans)
- Developed and delivered email handling, tone of voice and accessibility training
- Dealt with escalated complaints on behalf of CEO
- Elected by staff vote as Employee Representative during down-sizing consultations
- Won BCS 'Staff Excellence – Leadership' award (2009)

## **Medion Electronics, Swindon**

*(2003 – 2007)*

(Feb 06 on) **Customer Service Manager** with responsibility for managing a call centre handling 800+ incoming calls (1200+ conversations) per day - providing advice, technical support and repair solutions for computers and other electronic products in UK, Irish & US markets

### **Team management:**

- Delivering performance to SLA's and KPI's including call-handling times and service levels for various forms of contact (telephone, email, letter)
- Championing customer service as a core business need throughout the service function
- Liaising with external service partners to demand improvements to end user experience and performance to SLA's.
- Liaising with external recruitment agencies to obtain temporary staffing in advance of predicted fluctuations in demand. Developing selection methods to improve suitability of candidates.
- Overseeing and nurturing new agents to ensure a 'good fit' and effective integration into the business. Appraising, training, disciplining and releasing staff where necessary.
- Training and mentoring agents to ensure effective call handling – notably when dealing with novice users (e.g. "have you switched it on" without being condescending) and dealing with angry or difficult customers politely but firmly.
- Encouraging agents to take pride in providing a solution and to take ownership of the case
- Handling escalated verbal and written complaints from end users, Trading Standards and large UK retailers at Head Office level.
- Building effective relationships with large retail clients.

### **Business transformation:**

Managing a programme of strategic transformation and continuous improvement of the customer service function. Successfully delivering major changes to structures, processes and policies to improve service levels and customer satisfaction. A variety of challenges were faced and solutions delivered. I firmly believe that significant change can be delivered successfully if it is well planned, well executed and effectively communicated. A multitude of changes were achieved under my leadership.

For example:

- Reduced the backlog of customer emails from 3000 when I took over to just 100 within 2 months. Significant resistance from some staff was dealt with effectively and new process became accepted very quickly.
- Reducing number of teams in call centre from 3 to 2 and staffing levels by 25% by delivering greater productivity. Principally this was achieved by cross-skilling agents, reducing call handling and idle times through better resourcing and training, coupled with closer supervision and earlier intervention on problem calls by senior staff.
- Implementing an innovative 'doorstep exchange' service for non-repair products. Included establishing a new courier partner and revised packaging. Reduced operational costs and increased customer satisfaction.
- Integration of US customer call handling into UK call-centre operation (closed US office).
- Development of value-added services such as chargeable support (outside warranty)

### **Continuous service improvement:**

- Introducing call-back offers when phone queues exceeded SLA
- Reviewing practices and rolling out changes to improve them
- Proactively reviewing service orders exceeding SLA and calling customers to provide information and offer solutions. Complaints and incoming calls reduced.
- Liaising with German parent company staff of various levels regarding new projects, proof-reading manuals, product development and escalated complaints.

## Support system development:

- Implementing a new call logging system front end (CiC on SAP). Training and mentoring of agents led to acceptance and effective use of the new system in a short time period.
- Redesigning IVR's and ACD call routing patterns on ASPECT call handling system to provide more effective use of resources and reduce waiting times – initial time to answer reduced by involving all available agents (previously segregated into non-technical and technical) and also senior staff on a graduated timescale. Productivity, service levels and customer satisfaction improved.
- Designing and implementing IVR's to handle new projects
- Improving information resources to empower agents through ready access to necessary data, so ensuring accurate responses to enquiries.
- Changing call log descriptions input by agents to provide better reporting and identification of common reasons for calls to facilitate continuous improvement of customer experience

(Feb 05) **Training and Information Officer** including development of intranet, call centre staff training programmes (customer service and technical support) both internally and in collaboration with external providers (Archimedes Consulting and Fast Forward). Significant involvement in various problem-solving projects.

(2003) **Technical Support Agent** providing Windows XP and other computer and CE product support to customers by telephone, email and letter. Consistently achieved KPI's including call handling times.

## Previous roles:

*(1977 – 2003)*

**1995 – 2003: Travis Perkins plc:** Various sales negotiation and management roles including branch management with responsibility for 20+ staff, performance to budgets and KPI's, business development and production. Position redundant in local restructuring of business.

**1992 – 1995: Abbott Joinery** – Area Sales Manager – Southern England

**1989 – 1992: Harcros Timber** - Branch Trading Manager

**1987 – 1989 and 1985 –1986: D W Archer Timber** – Sales Office Manager

**1986 – 1987: Hammal Joinery** – Manager

**1983 – 1985: Davies Timber** – Sales office and external representative

**1977 – 1983: Deloro Stellite** – Management Trainee scheme with major emphasis on IT implementation

## Education

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- Mental Health First Aider (2017)
- Certificate in Conflict Management – ASET level 2/Swindon College (2006)
- Various in-post training courses (GDPR/DPA, Zendesk, MSOffice use, consumer law, SAP, health & safety, risk assessment, first-aid, fire marshal, CAD design for timber engineering, EPOS systems etc.)
- Certificate in Marketing (HNC equiv. – Institute of Marketing)
- 2 'A' levels
- 8 'O' levels (inc. grade A in Maths and English Language)

## References

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References are available upon request.