

Alfred Burton

EXECUTIVE LEADERSHIP · ORGANISATIONAL TRANSFORMATION · CUSTOMER STRATEGY · OPERATIONAL EXCELLENCE

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Professional Profile

Brings a unique professional portfolio providing strategic leadership and directing all aspects of operational and customer activity across organisations operating nationally and globally. Combines commercial acumen with creativity and critical thought to assure outstanding customer experience, and realise sustained organisational transformation and growth. A positive pragmatist, applying a trust-based and collaborative approach to people leadership, promoting a culture of supported autonomy and using an innate understanding of others in order to agree shared purpose and realise individual potential. Places an ethos of integrity, hard work and life-long learning front and centre of all corporate, colleague and customer-facing activity in order to enhance performance, engage effort and enable solutions that meet need.

Career Summary

🏢 Director of Customer Operations

2000 – Present

Company Name · City, Country

KEY ACHIEVEMENTS

- Introduced an operating model underpinned by operational excellence across the entire organisation, and redesigned strategic partnerships with suppliers that in YTD resulted in
 - productivity uplift of over 58% across field teams and efficiencies of >£3m
 - 20% reduction in complaints, with anticipated achievement of upper quartile industry performance by end FY 1/20
 - delivery of a 12-month target for installation of 25,000 meters within six months against the pandemic backdrop
 - 60% improvement in average duration of an interruption to supply
- Developed a customer closeness programme, which led to
 - customer principles being adopted organisation-wide as company principles
 - step-change in experience delivery with over 90% of customers consistently scoring “satisfied” with their interaction

RESPONSIBILITIES

- Serve as member of the Executive leadership team, providing specialist input around
 - strategic direction governing corporate relationships and customer experience
 - delivery of the company’s operational excellence, transformation activities, and marketing function
- Lead a team of over 550 colleagues based across contact centres, field teams and central functions, and 500 delivery colleagues, with field teams managing maintenance and repair of a network of 16,600km of pipe
- Hold accountability for an annual budget of £20m, and annual billing and collection activities representing >£200m
- Act as CF1 Director in terms of the Appointed Representative for FCA purposes

🏢 Global Head of Social Listening & Rapid Response ▪ Consumer Relations Director, Europe

2000 – 2000

Company Name · City, Country

KEY ACHIEVEMENTS

- Oversaw design and implementation of a unified risk management framework across global businesses
- Designed a two-year transformation strategy encompassing
 - standardisation and consolidation of European operations to provide a seamless experience to consumers
 - exploiting digital channels and ways of working to realise a 25% OPEX saving
- Developed real-time crisis management capabilities by establishing a social listening operation covering over 446 digital assets globally within four weeks, at no additional cost to the business
- Created an automated tool that
 - saved 20% in workload capacity by standardising internal reporting and ways of working
 - supported more effective decision-making and product development opportunities
- Achieved 100% internal audit and compliance for all markets across Europe following two years of non-compliance

RESPONSIBILITIES

- Played a key role on the global Corporate Affairs leadership team by:
 - shaping a global consumer relations strategy to maximise consumer engagement across all channels
 - partnering with market and regional leadership teams to design and execute influencer outreach programmes
 - serving as global lead to meet audit requirements for quality standards governing consumer relations
- Protected corporate reputation with consumers and stakeholders by building corporate capabilities in terms of
 - social listening and analytics
 - crisis detection and rapid response
 - provision of real-time support to all 24 markets while minimising impact on consumers and corporate reputation

- Held sole accountability for Company's Pet Nutrition Consumer Relations operations across Europe
- Led design and implementation of the strategy for consumer journeys across all traditional and digital touch-points
- Directed relations with four external partners and served as primary point of contact for global leadership teams

 **Head of Customer Service** 2000 – 2000
Company Name • City, Country

KEY ACHIEVEMENTS

- Realised >£2m in-year savings against an OPEX budget of £15m
- Delivered a four-point uplift in customer experience and achieved lowest-ever level of complaints in the industry in Country
- Collaborated with the Ombudsman Service to implement a standardised Concerns Management process that stabilised complaint volumes at 0.02%
- Grew webchat interactions by over 38% within six months, with a voice deflection rate of over 85%
- Invited to contribute to OFCOM's Quality of Service annual report due to consistently high service rankings

RESPONSIBILITIES

- Designed and implemented a three-year strategy across digital, voice and store customer touch-points, including
 - overseeing performance, service standards, SLAs and KPIs for suppliers across the UK and India
 - growing capacity to support customers through digital adoption and e-service channels
- Directed matters governing quality of service provision by
 - leading five staff to ensure highest standards of experience for 5.5M customers in 350K monthly interactions
 - serving as key point of contact for OFCOM
- Overseeing design and implementation of supporting organisational strategies, policies and frameworks, including
 - Vulnerable Customer policy by redesigning processes to ensure compliance with regulatory obligations
 - Social Media strategy governing handling of over 12k monthly brand- and service-related enquiries
 - Crisis Management process tailored for critical business areas i.e. social media, regulatory complaints and press

 **Operations Director** 2000 – 2000
Company Name • City, Country

KEY ACHIEVEMENTS & RESPONSIBILITIES

- Directed a Leadership Transformation programme which delivered
 - 13% uplift in customer experience and 6% improvement in productivity
 - reduction of 9% in handling time; attrition by 20% and absence by 18%
- Enhanced on-boarding and induction processes to improve inductees' speed to competency from nine to five months
- Improved customer, people and commercial metrics by redesigning Advisor and Leader remuneration packages
- Oversaw activity of 1000 colleagues servicing a UK telecoms client across consumer and business service channels

 **Head of International Operations** 2000 – 2000
Company Name • City, Country


KEY ACHIEVEMENTS & RESPONSIBILITIES


- Grew the South Africa voice business by 60% in six months, and a seven-point uplift in customer experience
- Realised operational savings across voice and web-chat business by introducing resource modelling and forecasting
- Led three strategic partners and 1800 off-shore staff providing voice, web-chat and administration services
- Managed P&L of £15m which was successfully delivered to budget for the first time in Company
- Implemented a Material Supplier governance framework to mitigate against commercial or regulatory exposure

Early Career Roles

 **Head of Consumer Service** 2000 – 2000
Company Name • City, Country

 **Area Leader, Retail** 2000 – 2000
Company Name • City, Country

 **Senior Operations Manager** 2000 – 2000
Company Name • City, Country

 **Customer Service Manager ▪ Team Leader ▪ Customer Service Officer** 2000 – 2000
Company Name • City, Country

 **Head of International Operations** 2000 – 2000
Company Name • City, Country

Education & Professional Development

 **Graduate: Meridian Leadership Programme** 2000 – 2000
Institution Name • City, Country