

Introduction - **Hilario Fiandeiro**

Hilario has more than twenty years' experience, as a management consultant, operations manager, cost-model developer, and facilitator, across various industries, in the customer experience and contact centre space.

His strong analytical, strategic and leadership skills, coupled with his expertise in Contact Centres (CC) and Customer Experience (CX) has been put to good use, to help organisations:

- Build ROI & cost models to secure the budget needed to invest in new technology.
- Improve CC operational efficiency & drive continuous improvement.
- Conduct data analysis, design, and modelling of critical support processes.
- Design customer and employee processes that reduce effort and increase loyalty.
- Implement 'Voice of the Customer & Employee' measurement & insights frameworks.
- Transform CX and CC concepts into training and content for business consumption.

Hilario has an academic background in Business Economics having completed his B. Com degree in 1994 and obtaining his MBA in 2010.

He is an ICMI Certified Call Centre Management Consultant - one of only a handful of South Africans to hold this accreditation.

In 2018, he was admitted as a 'Fellow of the Chartered Institute of Customer Management' (F-CICM) in recognition of his contribution towards advancing thought leadership within the customer management field.

Hilario is a frequent speaker at conferences and seminars both, locally and internationally, and often writes thought-provoking pieces on LinkedIn and other platforms.

For more information on please view his LinkedIn profile -

<https://za.linkedin.com/in/hilariofiandeiro>

Qualifications

Qualification	Year	Institution	Major Subjects
ICMI*	2010 - 2012	ICMI	Leadership, customer relationship, people and operations management
MBA	2005 – 2010	Herriot Watt Edinburgh Business School	Accounting, economics, finance, marketing, project management and strategy
B.Com	1992 - 1994	University of Witwatersrand	Economics and marketing

* ICMI certification is a specialist certification for customer service and contact centre professionals.

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Relevant Work Experience

Year	Position	Company	Achievements
Jan 2010 to now	Independent Management Consultant	Contact Centre Smart Management consultant	<p>I designed and implemented financial costing and ROI models for various clients including MultiChoice's and FNB Life's customer-facing departments. This resulted in my clients managing their operations more cost-effectively, allowing them to improve performance efficiencies in their organisations.</p> <p>I developed the operational growth model and drafted the business expansion plan for 360 Financial Services Group. The company was looking to expand their existing contact centre and needed to secure approval and funding from their board.</p> <p>I interim managed the CX Insights team at MultiChoice SA for a year. I helped advance their award-winning Voice of the Customer (VOC) insights framework that allowed the CX analysts in my team to pin-point improvement initiatives. This resulted in better customer experiences across the whole customer journey.</p> <p>I designed and facilitated several customer service best practice programs and workshops for various organisations including Times Media Group and Universal Health. The result was a significant improvement in the overall customer experience.</p> <p>I managed the 'Customer Experience' stream for A.T. Kearney as part of their multi-stream project to revamp their client's SME/Business offering.</p>

Jul 2003 to Dec 2009	Co-founder and Principal Consultant	Ascentys Business Consultancy	<p>I conducted various contact centre operations audits. With each audit, I was able to uncover the root causes of issues hindering performance. The result of the interventions provided management teams with a clear set of prioritised actions to improve the performance and customer service delivery.</p> <p>I implemented a customer service enhancement program for our client. The result was that our client was able to implement a set of practical recommendations aimed at improving both the customer and agent experience.</p> <p>I conducted and managed a contact centre outsourcing feasibility appraisal, which included an assessment of corporate culture-fit and potential cost savings, allowing my client to make an informed outsourcing decision based on facts, not 'gut feel'.</p> <p>I designed and managed the implementation of a site-relocation decision tool ('SiteRank') that assessed a range of criteria including site attractiveness, infrastructure, and accessibility. The result was that our client was able to relocate their contact centre with minimal disruption and maximum returns.</p> <p>I developed and implemented a 'Balanced-Scorecard' performance management framework. The result was that our client's staff-members gained a greater awareness of how their performance (or lack of) affected organisational performance.</p>
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Jul 1995 to Jun 2003	Operations Management Reporting to Operations Director	Discovery Health Health insurance	<p>I designed, developed, and managed the award-winning rewards and recognition program, called 'Reach4More' for contact centre frontline and support staff. The result was that the program was a significant contributor to Discovery having one of the lowest staff turnover rates in the industry at the time.</p> <p>I conducted root-cause-analysis aimed at 'weeding out' problems that cause customers to complain and figuring out how to prevent these problems from re-surfacing. The result was a drop in unnecessary repeat calls per customer, allowing Discovery to cut costs without cutting quality.</p> <p>I designed and implemented a 'homegrown' forecasting & scheduling tool as well as managing the rostering process. The result was that we were able to hit our service level target for most intervals and we were able to extend our operating hours without needing to hire additional staff.</p>

Thank you for your time.