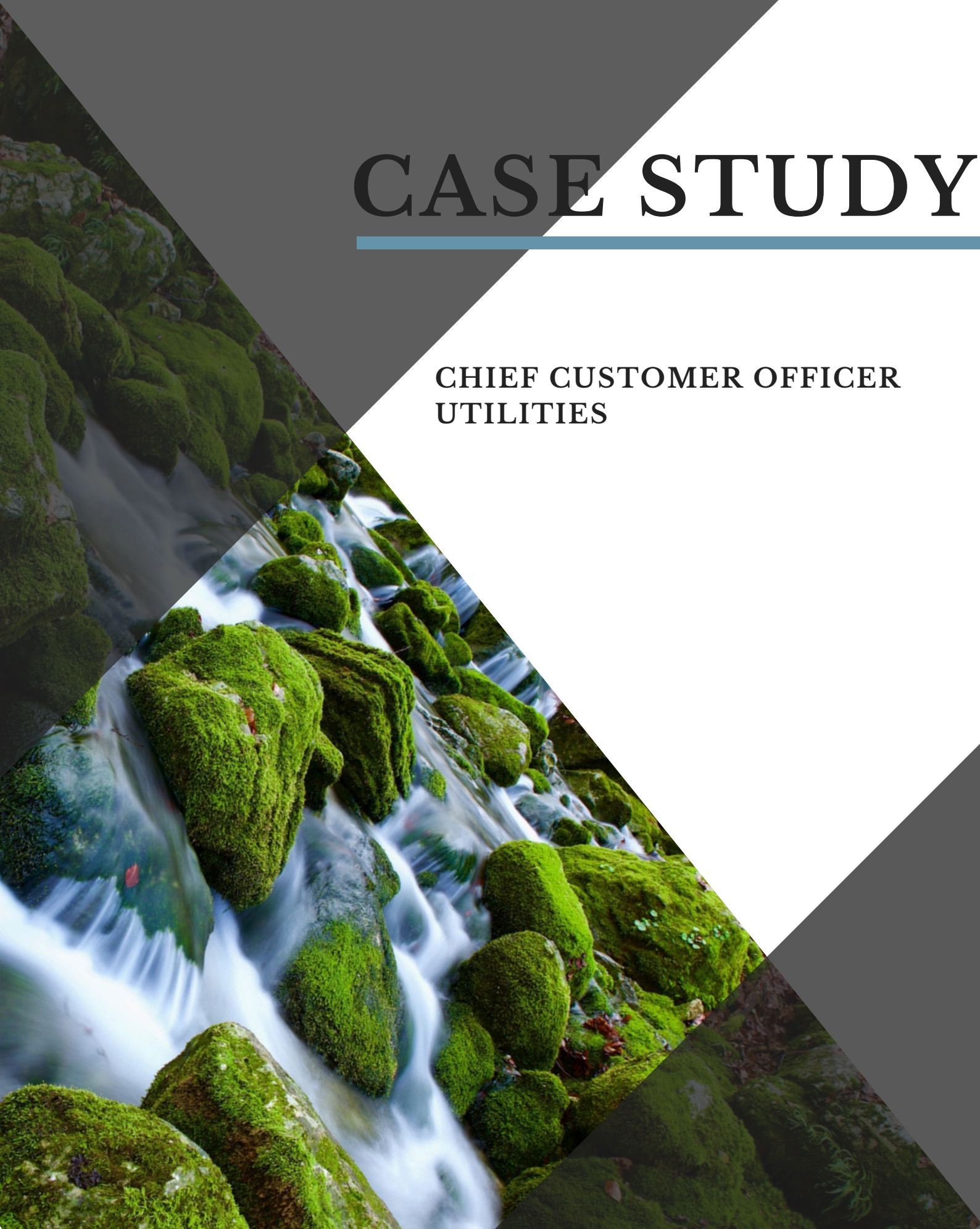


**DOUGLAS
JACKSON**

CASE STUDY

**CHIEF CUSTOMER OFFICER
UTILITIES**



CHIEF CUSTOMER OFFICER UTILITIES

Search Details

Following the success of historical placements with the business at SLT, complimented by an ongoing relationship to share wider sector and customer-centric insights with the CEO and incumbent, Holly was asked to support a Water business to support them with hiring a Chief Customer Officer during a time of uncertainty with no investment and ownership pending.

Holly was given a specific retained brief to source a Chief Customer Officer for their existing business, to replace the incumbent post holder who was due to exit the business to pursue a new direction in their career. This role would come with an ambitious number of key deliverables to be achieved during an ambiguous time for the business' future. One of the main elements would be to support the team and wider organisation to navigate the changes that would come with potential ownership changes. Other areas would include preparation for the works in the next AMP with a focus on some large digital initiatives and to lead the sector in smart metering technology. Working closely with the CEO, Group HR Director and Head of Recruitment, this role was a business-critical position to hire in order to navigate the challenges and changes that had company-wide influence within a very short time frame.

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Client: Private Utility Company (PE Backed)

Role: Chief Customer Officer

Salary: Confidential

Requirements:

- Communicating and connecting with customers an engaging and relevant story which demonstrates transparency and honesty aligned to the social purpose.
- Collaborating with other leaders and across an entire organisation to design customer focused journeys and strategies.
- Provision of an effective internal and external communications capability. Delivery of a community relations programme including the Company's schools liaison and education programme.
- Building strong networks and relationships with other businesses and a network of senior stakeholders.
- Being a champion for customers, enlightening and intriguing stakeholders, helping develop our social purpose and gaining community participation, bringing them with you on the journey with a compelling vision.
- Leveraging recent investment in data and digital capability to enhance out customer service and commercial performance to drive further enhancement and opportunity, particularly across company revenue collection and debt recovery targets and smart metering implementation advancements and roll out for customers.

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Search Details continued...

The role was for a permanent search, and the business are passionate about hiring a diverse and inclusive workforce and were looking for succession opportunity as well as having someone capable of executing an extensive multi-faceted business plan.

With the position requiring someone to look lead the Customer function, managing stakeholders internally and externally with a requirement to manage the business through a strategic review and new shareholder ownership on joining. There was an interest in seeking expertise for the organisation with some knowledge of the Utilities or a highly regulated sector, as well as having the capability to form strong stakeholder engagement with the wider team, the bar had been set high for the search. Teamed with this, there were added complexities of a market that under more public scrutiny than ever before and customer trust is at an all time low.


Holly held a video conference with the hiring panel, including the CEO, Group HR Director and Head of Recruitment to discuss the requirements for the role and to set out a timeline for the campaign.

Approach

Holly met with the Executive team responsible for hiring the position consisting of the CEO, Group HR Director and Head of Recruitment as well as the incumbent Chief Customer Officer for part of the session to get a deeper understanding of the current situation across the department.

Once the requirements, behavioural analysis and budget had been secured and confirmed, Holly went to market in the search for the Chief Customer Officer sourcing cross-sector reaching out to top performing, award winning talent; identifying ascending talent with succession planning capability; to existing contacts and connections across her network for recommendations and referrals; using her external networks such as WiCX and WUN to explore possible avenues for talent identification.

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CHIEF CUSTOMER OFFICER UTILITIES

Search Details continued...

Having initially created a longlist of over 150 individuals, she set to work screening the CVs and having conversations with each individual to understand their skills alignment and to decipher the cultural and personality fit for the business and team too.

From the long list, Holly selected 10 individuals to complete behavioural profiling psychometric testing to assess the match to the Job profiling conducted by the client at the outset of the process. The strongest profiles were matched, and as a result, an initial shortlist of 6 individuals was presented to the hiring manager for consideration with supporting evidence, and a Job Interview Guide to support the interview process when meeting them virtually for the first stage of the process tailored to the outcomes of the profiling match; with five of those shortlisted selected for initial remote interviews via video conference.

During the decision-making process, Holly met with the CEO and Group HR Director on multiple occasions via video conference to discuss those shortlisted and to talk through any queries and questions around the profiles submitted. This was an extremely valuable tool during the decision-making process and enabled communication to be open, honest and transparent which aligned very much with the values and culture of the business.

At shortlist stage, the CEO commented:

"I've got to say Holly, that's the first time in a number of years that I've come into this sort of conversation and haven't raised my eyebrows when it comes to candidates that have been presented to me. You've done an outstanding job and it's clear that you've worked really hard on this, so thank you."



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From the Teams interviews, four were selected for final stage and attended the office for a face to face interview to explore their cultural fit for the team and to discuss their personal experiences in more depth. The final decision was made with the client making an offer to the successful individual whom they secured.

Result

The campaign concluded on time and within budget, and the successful individual was seemingly on-boarded having been delighted to accept the offer!

"Many thanks again for all your hard work, making the process a pleasure and championing both the company whilst rooting for me from the sidelines."

- Chief Customer Officer, Utility Business

"Thank you Holly. It's been a pleasure for us too. I've been impressed with your professionalism, calmness, preparation, communication and thoughtful approach. I've enjoyed the process. I'm so pleased she has accepted, and I am really excited by what she can bring to the business and team and very much looking forward to working alongside her." **- Chief Executive Officer, Utility Business**

"Knowing it has been in safe hands when we have been so busy has meant it is one thing we have not had to worry about." **- Group HR Director, Utility Business**

