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Return on Outsourcing: How Challenger Brands Get More from BPO

The new CX methodology that drives business growth



Challengers need BPO to grow up

For most large, established companies, the BPO game hasn't changed.

It hasn't *needed* to.

BPO (business process outsourcing) providers simply run the company's inhouse CX playbook—or the company takes on one of their provider's. Either way, the resulting relationship is the same: The provider takes care of the day-to-day while the company focuses on winning new business.

And because those BPOs aren't measured on adding strategic value, they compete on price instead. It's a race to the bottom.

The result is that long-term BPO relationships aren't grounded in *shared values* or *compatibility* or even outcomes. They're grounded in convenience. Companies stick with their BPOs not because they're *right*, but because changing providers is a pain in the ass.

The traditional BPO relationship is static, transactional and inherently limited. It *sucks*. It might work for the old guard. But that doesn't mean it's right for you.

Because here's the thing...



The transactional BPO model isn't fit for challenger brands

Challenger brands are different creatures.

They don't have 50 years of brand capital in the bank.

They live and die on those first few customers staying or leaving.

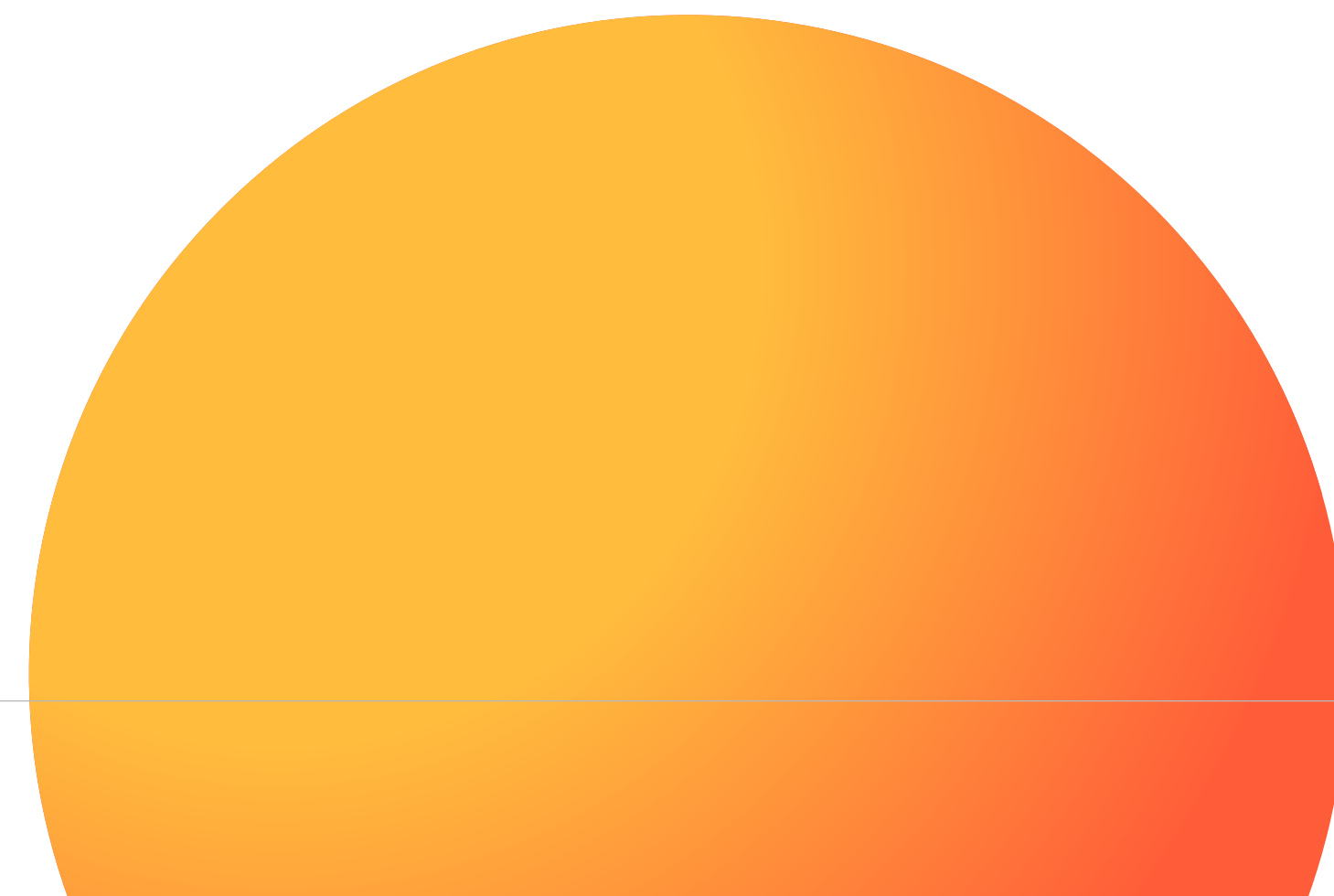
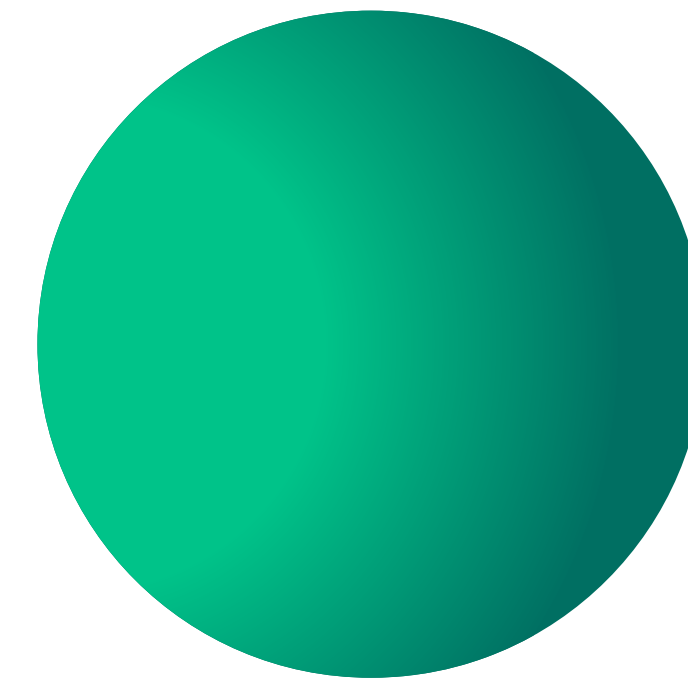
They're trying to shake up the status quo—and change whole markets from within.

When you're a challenger brand trying to make a corner of the world better, the stakes are higher. The promises mean more. The potential wins are bigger, but so are the risks.

When you're growing, no part of your business should be static. Everything needs to support your strategic goals—including (no, wait: *especially*) your CX.

An outdated, cookie-cutter CX playbook won't cut it—you need to change things up. Because when you're moving up, you need your CX capability to move with you, however high you go and however quickly you rise.

So if transaction-based outsourcing isn't the answer for challengers, what is?



Meet Return on Outsourcing

A strategic new approach to outsourcing that enables challenger brands to unlock *and* harmonize a litany of moving parts that serve long-term business goals and immediate customer needs.

Whether that's:

- More (and better) service agents
- Developing, rolling out and honing new processes quickly and at scale
- Serving complex customer needs in whatever channel they prefer
- Plus, a whole bunch more

Return on Outsourcing drives customer satisfaction *up* and costs to serve *down*. It compounds people, processes, tech and culture into **a foundation for unparalleled CX and ambitious business growth.**

In this eBook, we'll cover the core components of Relationship-based Outsourcing—the most effective way to ensure Return on Outsourcing.

This includes:

- How a consultative approach drives long-term Customer Lifetime Value
- The impact of culture, mindset and training on employee engagement *and* customer experience (and bottom line)
- The value of a BPO provider with expertise in your specific domain
- The three-pronged approach that underpins this new methodology for challenger brands

Ready? Let's do this.

01

People like us do things like this

Section 1

People like us do things like this

Challenger brands are perpetual motion machines. It's your job to test, disrupt and elevate things in the quest for new and better.

It doesn't take long on that journey before you're figuring out how to scale your customer support. And while you're in those early days, it's often the case that the same handful of people are responsible for all things CX—and that's not sustainable.

Instead, you're moving fast and figuring things out as you go—without the luxury of proven workflows, established processes or well-versed specialists. (Or, if you have the latter, they're doing a million other things.)

The obvious solution might seem to be bringing in a standard (e.g., transactional) BPO provider. But the best-case scenario is that they'll keep delivering the status quo—instead of making your business, CX and bottom line *better*.

In a market full of near-identical BPO providers, how can you tell who's going to help you grow your business? How do you cut costs to invest in business growth and improve—or create—effective and scalable processes?

“People like us do things like this.”

There's an old saying—“Why take directions from someone who hasn't been where you're going?”

That principle applies to your BPO. You need a provider who gets it—one with best practices honed over years of serving and adapting to the specific needs of challenger brands *just like you*:

- Where customers are more demanding
- Where use cases are more complex
- Where risks (and wins) count for keeps

The traditional BPO mindset doesn't work here. This isn't process outsourcing to keep things ticking. It's a strategic cornerstone of disruption.

Which begs the question—how can a BPO provider *sustain* a challenger brand's journey over the long-term? Let's look at how Return on Outsourcing can turn customer experiences into lasting loyalty (and value).

02

Why a consultative approach builds Customer Lifetime Value

Section 2

Why a consultative approach builds Customer Lifetime Value

People often look at BPO as a financial black hole. It might be cheaper than inhouse, but it sure as heck isn't a potential growth center.

Return on Outsourcing is based on the mindset that every interaction is an opportunity to win a customer for life. That means doing more than celebrating the wins—it means leveraging every positive and negative action as a learning opportunity to understand what really matters to customers.

When you truly understand your customers—at their best *and* their worst—you unlock new opportunities to create fresh value in every moment of contact. Understanding underpins smooth customer journeys, predicting needs and minimizing unnecessary interactions. And that can't happen with a transactional relationship between a brand and a BPO.

You need something more strategic, consultative, and driven by customer data and value—where the brief becomes more than just following a script. Return on Outsourcing demands partnership—a “Managed Service” where the remit is adding compounding long-term value—to end customers *and* to your business.



Section 2

Why a consultative approach builds Customer Lifetime Value

Start as you mean to go on

For a lot of up-and-coming companies, the day-to-day of CX processes is a new undertaking—and that's why the fastest path to long-term CLV is to work with a challenger-minded BPO provider who'll play an active role in solution design.

The key is a tailored, consultative approach—the right BPO will help you design or refine a customer experience that's razor sharp on:

- Your business goals
- The customer problems you're solving
- The processes that are causing friction and making your brand less sticky
- Optimizing implementation and onboarding for long-term success

Challenger-centric BPO partners also know where the pitfalls and obstacles are for challenger brands trying to realize a Return on Outsourcing—from process to policy.

For instance, it's important not to try and boil the ocean. This is an evolution—some customers want everything, others just want voice. Start small and evolve the service with new capabilities *only* when they're needed (email, chat, IVR etc.).

And the more ingrained into the brand a BPO is, the better it can preempt and recommend the moves to aid the next phases of challenger growth. To make that happen, you need invested and engaged service agents who understand the foibles and nuances of your unique business.

Let's look at how embedding and developing service agents in line with your business strategy can unlock fresh financial and reputational value.

03

Maximizing service agent excellence for long-term success

Section 3

Maximizing service agent excellence for long-term success

A well-designed and well-run BPO capability won't create value by itself—the biggest wins come when challenger brands optimize their people, processes and culture around this new potential.

This combination acts as a springboard toward previously unreachable strategic outcomes—as challengers have total volition over the kinds of customer experiences they want to get famous for.



Here's how to maximize the value you get from your BPO:

Build a culture of excellence

Good BPO relationships act as an extension of challenger brands. Truly great BPO relationships become symbiotic with the brands they support—both sides influence and improve each other every day.

What does that look like?

The best indicator is that agents understand they're *entrusted* with a product (and brand reputation)—that's when kind, caring and efficient service manifests. Return on Outsourcing is borne by passion for every facet of CX processes—training, QA, ops, client management—the list goes on.

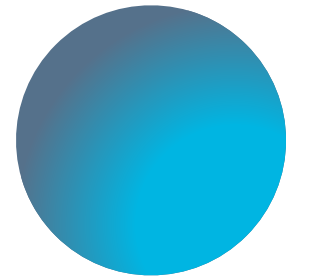
Now imagine that mindset infused with every aspect of BPO CX—from onboarding to basic questions to specialty resolution teams that handle disputed transactions.

The challenger brands that compound these “soft” skills stand to turn long-term customer loyalty into financial and reputational currency.

But these skills don't just appear—they require consistent training, feedback and refinement. Next, we'll discuss some of the moves culturally focused BPOs make to ensure service agents have the tools to maintain and develop CX excellence.

Section 3

Maximizing service agent excellence for long-term success



Train and develop staff

On the face of it, learning and development services are a cost center, not a revenue driver (sound familiar?). But with an effective training academy, you effectively create CX that ultimately puts money in the bank—in this case, service agents acting with a depth of empathy and experience that can't be faked.

That's why static scripting sets agents up for failure. Training independent thinking, allowing autonomy and authenticity to shine through—*these* form the basis for the kind of interactions challenger brands are built on.

Demand a BPO with a commitment to consistent improvement—that runs interactive curricula that drive results and engagement for their onsite and remote workforces. Regular, tailored training across new hires and managers yields better habits, time management and leadership development.

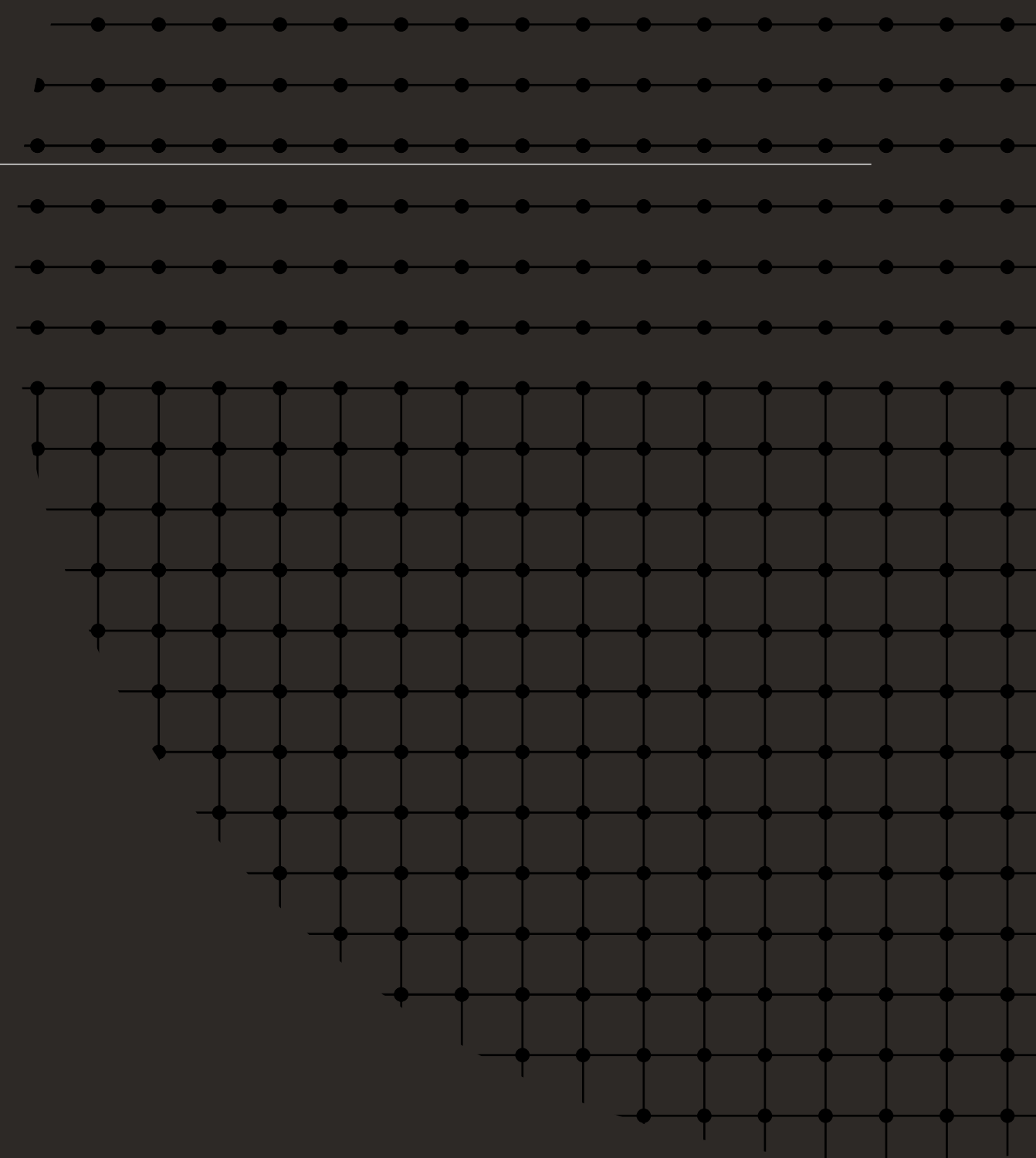
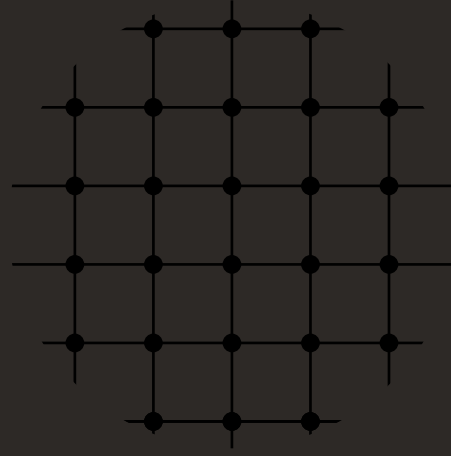
It's not enough to just take the course—*implement* learnings at every level. What's working? What tactics are failing to fire? Find out why, adjust and test again. Audit team leads to understand the connection between their behavior and team performance.

Employee engagement is one of the best predictors of sustainable, high-performing organizations. Find a BPO provider that supports you in making that a reality for your business.



04

The 3 components of Relationship-based Outsourcing



Section 4

The 3 components of Relationship-based Outsourcing

The common theme throughout this book is that Return on Outsourcing is about *relationships*:

- Relationships that provide a throughline between CX provider, brand and customers
- Relationships that solve your hardest problems through continual mutual ideation
- Relationships between service agents and the minutiae of your unique needs

This is what *leads* to authentic, lasting customer experiences and, ultimately, what turns leads into lifelong brand evangelists.

That's why we call it *Relationship-based Outsourcing*.

It's our agile methodology built on decades of our founders' accumulated experience supporting and partnering with ambitious disruptors.



Section 4

The 3 components of Relationship-based Outsourcing

What it's made of:

1. CX Anywhere

- Consulting over transaction: We understand your needs and work backward to level-up the core tenets of your CX operation.
- A 360-degree, big-picture, data-driven approach to serving your customers in the channels they want to be served in that drives customer satisfaction up.

2. Dynamic Implementation

- Error-free solution setup and trained contact center teams who constantly develop in line with your business goals and customer needs as they change.
- Manage CX challenges and deal with the full gamut of front, mid and back office while boosting the KPIs that matter.
- Constant CX improvement through actionable reporting, a flexible approach to changes and gluttony for feedback.
- We're always looking to present, implement and hone data-driven solutions.

3. Resolution Acceleration

- Different companies have different customer problems to solve and targets to hit.
- Relationship-based Outsourcing goes beyond traditional KPIs—it addresses your needs based on the unique challenges you face.
- Whether you're settling customer disputes and paybacks faster, smoothing out gnarly buying journeys or staying on top of compliance, RBO turns problems into loyalty and accelerates toward business goals.

Want to learn more about Relationship-based Outsourcing?

Dive on in.

Challenger brands need different things than the big established players—*especially* from their BPO providers. You deserve:

- A partner with shared expertise that's been where you're going.
- A long-term approach married with process obsession.
- A relentless focus on agent development in service of customer loyalty and brand protection.
- The agility and flexibility to adapt to customer expectations with rigorous, battle-tested tactics.

Put it all together and watch your challenger brand hit its business goals while delivering better, more seamless experiences to your customers, all while making sure you get value for money.

Ready to get started?

[Get in touch](#) to see for yourself.

