



An overview of **Sigma Connected** - built for water

Water is one of life's essential services, yet customers rarely think about it until something goes wrong. Whether responding to a burst main, managing billing enquiries, supporting customers through financial hardship or resolving complex complaints, every interaction is an opportunity to build trust and strengthen customer relationships.

At Sigma Connected, we help water companies deliver exceptional customer experiences across every stage of the customer journey. Combining deep sector expertise with flexible delivery models, we support organisations to improve customer satisfaction, reduce operational costs and meet increasing regulatory expectations, while ensuring customers receive the right support when they need it most.

Established in 2011, Sigma Connected has grown into a trusted outsourcing partner supporting regulated industries across the UK. Today, we manage more than 40 client partnerships, delivering complex customer contact, back-office processing and transformation services through scalable UK and South Africa operations.

Built for the water sector

The UK water industry continues to evolve, with increasing customer expectations, tighter regulatory oversight and greater pressure to deliver outstanding customer outcomes while maintaining operational efficiency.

For non-household retailers, customer experience has become one of the few true competitive differentiators. For household providers, delivering positive customer outcomes remains central to regulatory performance and Ofwat commitments.

Sigma Connected helps water companies navigate these challenges through specialist customer experience solutions spanning customer service, complaints, billing, collections, vulnerability support and back-office operations. Our approach combines operational excellence with genuine customer empathy, helping organisations improve performance while strengthening trust with the customers they serve.

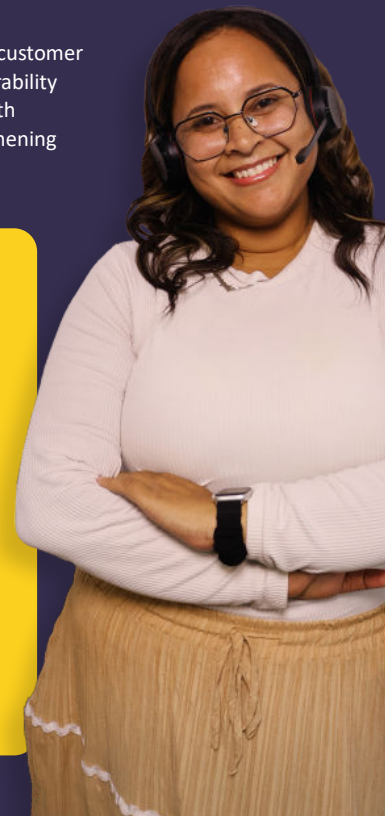


Our Water track record

We bring extensive experience supporting water organisations through complex customer interactions, operational change and periods of increased demand.

- **Specialist expertise across household and non-household water markets**
- **Flexible UK and South Africa delivery model**
- **Multi-channel customer contact across voice, email, digital and social media**
- **Specialist complaint handling, billing and collections expertise**
- **Scalable operations supporting both planned growth and unexpected incidents**

Our experience enables us to respond quickly to changing operational demands while maintaining high-quality customer experiences.



What makes us different?

Sigma Connected combines the capability and resilience of a large outsourcing provider with the agility, transparency and partnership approach of a specialist customer experience organisation.

We become an extension of your team, working collaboratively to improve customer outcomes, optimise operational performance and identify opportunities for continuous improvement. Our clients value our ability to deliver complex customer interactions with empathy, consistency and measurable results.



Experts in complex customer interactions

The conversations that matter most are often the most difficult. From vulnerability and affordability discussions to complex complaints, billing disputes and incident-related enquiries, our people are trained to manage sensitive interactions with empathy, professionalism and care.

Rather than operating as a traditional outsourcer, we become a seamless extension of your team, representing your brand, values and customer commitments while delivering consistent, high-quality outcomes across every interaction.

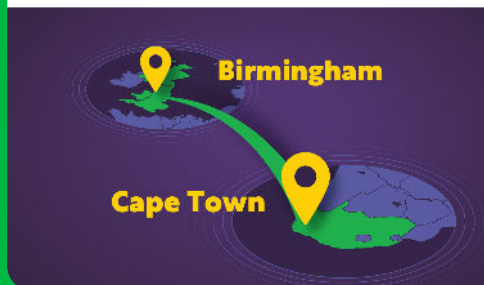


Our location strategy

Our operating model has been designed to provide resilience, scalability and flexibility across both customer-facing and back-office operations.

From our UK headquarters and our established operations across 5 locations in Cape Town, South Africa, we deliver seamless customer experiences through consistent governance, shared quality frameworks and experienced sector specialists.

This blended delivery model enables water companies to increase capacity quickly, improve cost efficiency and maintain exceptional customer service without compromising quality.



Innovation & social value

We believe great customer service should also create lasting social value.

Alongside continuous investment in automation, analytics and customer insight, we're committed to delivering positive impact through initiatives including Impact Sourcing and our commitment to achieving Net Zero by 2030. These programmes help our clients meet their own ESG objectives while creating meaningful opportunities within the communities we serve.



Tackling water's biggest customer challenges

Water companies face increasing operational, regulatory and customer experience pressures. Sigma Connected helps organisations respond confidently through practical, scalable solutions that improve customer outcomes and operational performance.



Vulnerability and affordability support

Supporting customers experiencing financial hardship or vulnerable circumstances has never been more important. Our advisors are trained to identify vulnerability, provide empathetic support and connect customers with appropriate payment solutions and assistance.

Our teams support organisations through:

- affordability conversations
- payment plan negotiation
- vulnerability identification
- customer wellbeing support
- tailored customer engagement



Complaints and customer satisfaction

Complaint handling remains a key measure of customer experience and regulatory performance.

Our specialist complaint teams manage complex customer cases from first contact through to resolution, providing consistent ownership throughout the journey while identifying root causes that help reduce repeat complaints.



Incident response and operational resilience

From burst mains and supply interruptions to wastewater incidents, unexpected events can significantly increase customer demand.

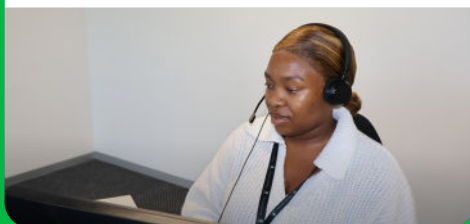
Our flexible operating model enables us to rapidly scale customer support teams, helping organisations maintain service levels and keep customers informed during periods of operational disruption.



Billing, revenue assurance and customer accounts

Accurate billing remains fundamental to customer trust.

We support water companies through specialist billing enquiries, revenue assurance, meter management, billing exception resolution and customer account maintenance, ensuring customers receive timely, accurate information throughout their journey.



Cost-to-serve and operational efficiency

Water companies continue to balance rising operational costs with increasing customer expectations.

Our blended UK and South Africa delivery model helps organisations reduce cost-to-serve while maintaining strong governance, regulatory compliance and consistently high customer satisfaction.



Our water services

We provide specialist customer contact and back-office solutions that support every stage of the customer lifecycle.

Customer lifecycle management

Our teams support customers from onboarding through to account closure, including:

- onboarding and welcome journeys
- billing enquiries
- complaints management
- payment plans and affordability support
- collections
- offboarding and retention

Specialist operational services

Alongside front-line customer support, we provide expertise across:

- revenue assurance
- billing exception management
- meter management
- back-office processing
- email management
- complaints investigation
- customer correspondence
- omnichannel support

This end-to-end capability enables water companies to improve customer experience while reducing operational complexity and increasing efficiency, reflecting the customer lifecycle approach demonstrated across our non-household water services.

Why water companies choose **Sigma Connected**

Water organisations partner with Sigma Connected because we combine sector knowledge, operational flexibility and customer experience expertise with a genuine understanding of the industry's evolving challenges.

Deep sector knowledge

Our people understand the operational and regulatory environment in which water companies operate, enabling us to deliver solutions that improve both customer and commercial outcomes.

Flexible delivery

Our blended UK and South Africa operations provide resilience, scalability and cost efficiency while maintaining consistent governance and service quality.

A people-first culture

As one of The Sunday Times Best Places to Work for three consecutive years, we know engaged colleagues deliver better customer experiences. Our culture creates stronger operational performance and long-term client partnerships.

Continuous innovation

From automation and AI through to customer insight and process improvement, we help water companies reduce operational effort while improving service quality and customer satisfaction.



Will Brown

Director of Water Services



Will brings over 25 years' experience across the utilities sector, including senior customer operations roles within leading water companies. Having worked closely with outsourced partners throughout his career, he understands the operational, regulatory and customer experience challenges facing the water industry from both sides of the partnership.

At Sigma Connected, Will combines this experience with a practical, outcome-focused approach, helping water companies improve customer service, operational performance and long-term value through tailored outsourcing and transformation solutions.

Ben Jones

Chief Commercial Officer



Ben brings more than 20 years' experience across the utilities and BPO sectors, working alongside organisations navigating complex operational change and evolving customer expectations. His extensive understanding of regulated markets enables him to help water companies improve customer outcomes while balancing efficiency, compliance and commercial performance.

At Sigma Connected, Ben leads the commercial strategy across the UK and South Africa, supporting clients with scalable customer experience solutions that deliver measurable value throughout the customer lifecycle.

An experienced sector leadership team

Our water clients benefit from hands-on support from experienced leaders who understand the operational, regulatory and customer challenges facing the sector.



Our success stories

Strengthening customer experience for a leading water retailer

Since partnering with SES Business Water in 2021, Sigma Connected has become an extension of its customer operations, supporting complaints, collections, customer enquiries and back-office processing from our Cape Town operation. Today, our team manages 27 different enquiry types for organisations ranging from major retailers and local authorities to NHS trusts and manufacturing businesses.

Over the past 24 months, Sigma Connected has consistently delivered overwhelmingly green operational scorecards, and throughout the first six months of 2025 achieved green status across every Tier 1 performance metric, including a perfect 100% score in three of the four key debt collection measures. As SES Business Water continues to grow, so too does our partnership.

Transforming revenue assurance through specialist customer support

Sigma Connected partnered with United Utilities to strengthen its revenue assurance programme and support a major initiative to return unbilled properties to accurate billing. Acting as an extension of the client's team, we combined specialist customer contact with back-office expertise to deliver additional operational capacity while maintaining a single customer view.

Within just over 12 months, our team achieved more than 14,000 successful customer outcomes, generating approximately £7 million in additional billing and securing £4.5 million in payments and payment plans. Alongside these commercial results, the programme achieved an impressive 8.8 out of 10 customer satisfaction score, demonstrating how operational excellence and outstanding customer experience can deliver long-term value for both organisations and their customers.



Ready to transform your water operations?

Sigma Connected helps water companies deliver exceptional customer experiences through flexible, scalable and specialist customer contact solutions. Whether supporting day-to-day operations, managing complex customer interactions or delivering transformation programmes, we're here to help.

Visit our website, explore our latest insights or speak with one of our sector specialists to discover how Sigma Connected can support your organisation.

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