

## Delivering sustainable change at speed

Our Client needed support and action with improving the efficiency of their Customer facing Operations. The success of their new products in an emerging market had led to significant growth; however, the operation was struggling to keep pace. In particular, the labour-intensive processing of incoming and outgoing correspondence was dramatically eroding margin.

Specifically, we were challenged to Business Process Reengineer (BPR) their administration and contact centre functions to reduce their cost base, whilst maintaining and increasing service levels across all of the in scope areas.

The diagnostic was commissioned to map out the high-level strategy, outlining the proposed changes from BPR, workflow measurement and organisational design and, critically, to quantify the cost savings to be made.

As a result of the compelling advantages spelt out in the diagnostic report, our engagement was secured, tied in to a combined fixed and conditional fee arrangement that secured both certainty on targets and comfort that the exercise would prove to be self-funding.

In the high-volume customer contact area, we embedded our custom-built 'Productivity Model' which places a basic framework of measurement on administration processing. Simply put, this involved analysis of all processes, assigning times to each process; this enables managers to monitor and manage staff performance and also highlights the key opportunities for eliminating waste in the process. Whilst analysing the various processes, we were able to implement sustainable non IT improvements, particularly in relation to systems interface to total processing times.

In addition to the improvements made to the front-end practices, we also helped the company improve their Organisational Design through the realignment of roles and reporting lines in a more linear structure; creating greater clarity and rigidity around functional roles with clear focus on specific tasks and responsibilities. Thereafter, we took the middle management team on an intensive management skills programme. Not only to complement the more hands-on management role that was required to ensure they were working with the front line staff, but also to challenge them on what 'leadership' truly entails and how they might gain more from their workforce through a more considered approach.



### The benefits were clear:

- **Operational efficiency increased to allow the company to make a 25% reduction of their cost base**
- **Improving service delivery times and enhancing customer experience**
- **Leadership Principles embedded**
- **Rule based 'front end' process engines for complex processes**
- **Quality framework that drove a culture of right first time**
- **Scalable benefits in the New Business growth areas**



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Critical Success Factors that measured the soft benefits and hard Targets agree following the diagnostic were surpassed this meant that the whole five-month project was completely self-funding within 12 months. The company was left with a more resilient and sustainable model which, some 18 months on, remains embedded and scalable.