

Driving performance in a competitive age

Our client needed help with improving the efficiency of their customer operations. Their product specifications had led to significant growth however the processing complexity had also dramatically increased and was eroding margin. Specifically we were asked to reduce the operational cost of their administration and contact centre functions, but maintain or increase performance across all areas long after we have finished.

The dhp consulting model

Our methodology consists of 4 major components, not linear, but each inter-linked. Each component delivered unique benefits to the client during their Operational Excellence programme.

The outputs of the model

In the transactional Back Office Administration, this was to implement our custom built 'Productivity Model' which places a basic framework of measurement on administration processing. By measuring how long each item took to complete and time lost to other activities, we were able to better calculate the required staff volumes and provide data to managers to help them effectively manage the performance of their staff.

We were able to eliminate incoming volumes to their outsourcer through understanding why the customer was transacting with the company and re engineered both processes and communications being sent and the quality of training in the CC. We process mapped at speed and then changed these processes with sign off from Compliance and Under Writing which quickly lead to benefit realization. With the engagement of the front line teams in producing ideas to improve service and eliminate work load within the rules based environment.

In the Contact Centre, we implemented After Call Work time to enable accurate measurement of Average Call Handling time. This allowed for more accurate modeling of staffing requirements using erlang C simulations. We also implemented 'Unavailable codes' to more accurately measure the time lost to other activities such as meetings, training, breaks, etc. Combined with Annual Leave and Sick Leave data, this produced a clear measure of the call centers Shrinkage, another key metric in forecasting staffing requirements.

We analyzed staffing requirements based on the existing team structure and proposed and implemented a restructure which further increased efficiency in the call centre by reducing the amount of specialized functions and utilizing the power of pooling for smaller call volume teams. Structurally, this led to large changes in team structure and call routing structure.



What the numbers said...

Through Business Process Improvement practices, we eliminated incoming customer service volume by improving written correspondence and increasing delegation authority of the agents to better handle enquiries at the correct quality level. We streamlined processes such as compliance scripting, letter generation, the hand off culture and customer record management. Working hand in hand with the Underwriting team, we increased delegation authority of the agents to enable single point resolution for many calls. We also reviewed the existing Sales script from the customers' perspective whilst maintaining legal compliance. This led to:

- ▶ Customer Service call volumes reducing by 20-25%
- ▶ Policy holders per FTE increasing by over 50%
- ▶ Logged In time increased by 30%
- ▶ Call handling times reducing by 35% across both all divisions
- ▶ 20% reduction in FTE paid to overseas outsource service provider
- ▶ Abandonment Rate dropped from 17% to 4%
- ▶ Grade of Service increased from by 25%
- ▶ Administration service deliver levels increased by 25%

To embed sustainability the entire management team were exposed to our unique Performance Management training programme which had been tailored to the clients' specific requirements. This course teaches managers how to manage their people and drive performance throughout the business. It's a 5 stage programme that is principally designed around understanding the difference between your 'Intent' and the 'technique' for Performance Management. We successfully delivered this programme, creating a cultural shift throughout the centres.

Overall, the client reduced their FTE from 222 to 148

