



## Case study

Name: Océ UK  
Sector: Technology & Services  
Location: Loughton, Essex, UK

# People, Processes and Performance

How Océ UK increased the effectiveness of its customer service contact centre, creating a framework for continual performance improvement in just 12 weeks

### Background

Océ's contact centre, based at Loughton, Essex, receives over 1,000 customer calls a day and aims to assess and prioritise calls, resolve hardware or software and connectivity technical queries remotely, and schedule field engineer visits where necessary.

A new proactive service delivery strategy meant the contact centre needed to take a more active role in first-point customer-issue resolution. As Jim Duffy, Service Director, explains: "Our objective is to get our customers up and running again as quickly as possible, and resolving calls within the contact centre itself reduces the need for customers to wait for an engineer to arrive."

But despite implementation of new CRM call management software, the anticipated improvement in call closure ratios was proving slow to materialise. The drive was on to enable the contact centre to achieve its full service delivery potential.

### Key challenges

- Enhance UK contact centre call resolution ratios
- Improve customer satisfaction levels
- Invigorate staff morale and instil a team-working approach

### Key gains

- 30 per cent increase in call closure rates in just 12 weeks
- Contact centre staff attrition rates have fallen dramatically thanks to high motivation levels
- The UK contact centre is now a recognised 'Centre of Excellence' that's become the template for Océ's other European operations

## Reviewing the challenge

The UK was a pilot site for a planned European rollout of the new CRM software. Under intense scrutiny Jim Duffy and his team needed to create a centre of excellence that delivered impressive results in terms of reduced cost and improved customer service and call closure.

“It was imperative that our approach and strategy was the right one – that meant getting our processes right, improving call flow scripts and motivating our people to achieve,” confirms Jim Duffy.

## Building a New Approach

Over a 12-week period, Managementors worked closely with Customer Services Manager Alan Cudd, and newly appointed Technical Support Manager Andy Carter, to create a framework for success.

“Managementors won the trust of all contact centre personnel,” says Alan Cudd. “They had already worked closely with the teams during their initial investigation of how they interacted with the contact centre’s system-based processes. Next they created a huge level of commitment to achieving the redefined team targets for call closure.”

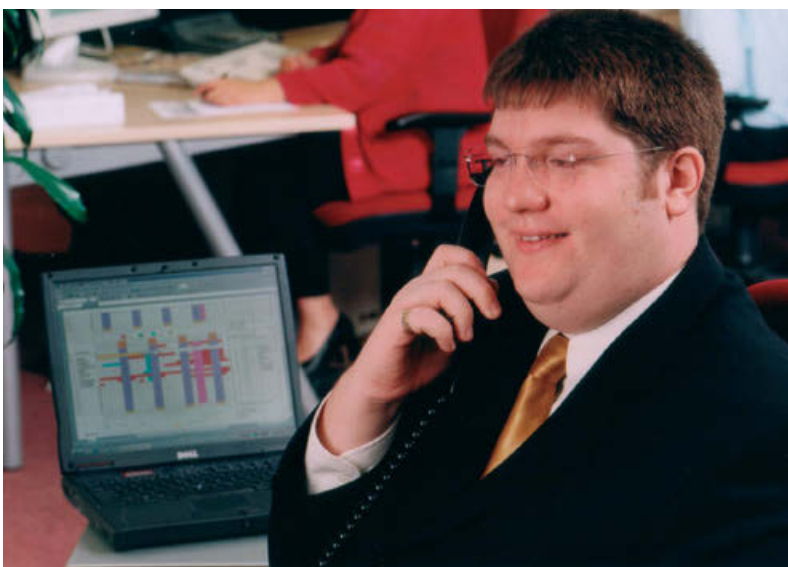
A key factor was the redefinition of the initial call interrogation scripts to identify the exact nature of the caller’s problem. This enabled call screening teams to more accurately identify the correct path for the call. In many instances – using the new knowledge management database – these teams were able to resolve simple customer issues at the first level of call handling.

“We introduced issue logs for all personnel to complete, so we could analyse what was costing us time and causing frustration,” says Andy Carter. “This gave everyone in the centre a voice and an opportunity to provide daily input on where they felt we needed to improve our operation. Immediately, this gave issues visibility and a clear escalation path to management.”

New workforce management structures were also created, including hourly monitoring measurements of call volumes and types. This helped the teams identify peaks in demand and become more proactive at mobilising teams to support those groups under pressure.

*“Managementors was tasked with getting the contact centre into real production mode. We knew we had the resources and capabilities – all we had to do was mobilise these more effectively, and Managementors helped us achieve this.”*

**Jim Duffy**  
Service Director, Océ UK



## The journey to success

In just three months, call closure rates increased by 30 per cent and today the contact centre consistently achieves closure rates 50 per cent higher than before the project began.

What's more, thanks to a regime of structured weekly meetings and new target and reward structures, the entire workforce has embraced a new team approach to working. The high motivation levels have resulted in a significant fall in staff attrition rates and generated a substantial increase in positive customer feedback.

As Jim Duffy confirms, "We have given our people the knowledge, the tools and the infrastructure to achieve their targets and the impressive increase in key performance indicators is a clear sign that we have instilled them with both a sense of pride and ownership."

## Delivering the vision

Alan Cudd believes Managementors provided the all-important framework for success.

"They understood the processes by talking to individuals, empowered them to change what they knew did not work well, and helped us create the recognition mechanisms for team and individual performance."

"Most significantly, Managementors enabled us to leverage our investment in CRM systems to achieve our strategic goals. We already had the right tools in place but Managementors helped us to work with these in the best way to support our business objectives," he continues.

It's a sentiment echoed by Service Director Jim Duffy: "Managementors was tasked with getting the contact centre into real production mode. We knew we had the resources and capabilities – all we had to do was mobilise these more effectively, and Managementors helped us achieve this."

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**Alan Cudd**  
Customer Services Manager,  
Océ UK

Contact us to find out what  
Managementors can do for you

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