



Case study*

Business IT and Business Process Services Provider

Sector: Public Services Outsourcing Contractor

Location: London, UK

Doing more with less

How a major service provider generated higher productivity and increased customer satisfaction at its UK support centre

Background

As one of the UK's leading IT, Business Consulting and Outsourcing Service Companies, this organisation delivers an extensive range of managed outsourced services to public sector customers.

Providing data centre, network management and remote services for mission critical customer systems like payroll, citizen services, revenue and benefits, the Infrastructure Services operation needs to achieve highly efficient and effective service delivery, as the Managing Director of the Services division explains:

"As a services provider, we are driven by the quality of the services we deliver. As a business, we need to achieve delivery in a profitable manner."

Key challenges

- Increase the efficiency of the customer support centre to accommodate a growing customer base
- Achieve a world-class service delivery on a reduced cost base
- Reinvest efficiency savings in new tools and technologies to take service delivery to the next level

Key gains

- Performance gains generated £2.5 million annualised operational savings
- The chargeable utilisation of technical consultants increased from 84% to 98% – generating an additional £40,000 revenue a month
- A new customer-centric working culture has boosted customer perceptions of service delivery

The challenge

With growing cost pressures and increasing market competition, achieving optimal performance within the Infrastructure Services UK customer support centre was just part of the challenge, as the Service Delivery Director makes clear:

“To support projected growth in our customer base, without increasing our technical analyst headcount, we needed to improve the efficiency – and the profitability – of our support centre operations,” he says.

“This would allow us to release resources for investment in new tools and systems that would benefit both the business and our customers.”

Identifying the opportunity

To create a platform for positive change and to achieve its goal of optimised processes, systems and people, the company turned to Managementors, a consultancy that specialises in both change transformation and management skills transfer.

“We wanted an independent organisation to assess our current mode of working and identify discreet and quantifiable recovery opportunities,” explains the Service Delivery Director.

Managementors’ detailed operational analysis revealed that poor management and process controls were resulting in duplicate call logs, while incorrect or insufficient data capture at the call logging stage meant analysts were unable to focus immediately on call resolution.

In addition, the poor local management controls were generating unclear call ownership – leading to multiple call touches by individual analysts.

“Managementors identified performance improvement opportunities, which translated to a £2.5 million annualised gain, which could be utilised for investment in tools and technology to improve the business long term,” says the Service Delivery Director.

“Our next challenge was to re-engineer the business, and educate our people to work in a new and informed manner.”

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UK Service Delivery Director



The solution

Managementors set about developing an integrated active management system that would deliver the much needed control over all internal and external interfaces. Part and parcel of the programme was a detailed review of all support call processes and workflows – which are logged and managed on a Remedy call management system.

During a series of project meetings - facilitated by Managementors - supervisors and managers undertook the sequential analysis of target areas to confirm volumes, workflows and current levels of performance. This information was used in the new system and process design, and the development of new performance targets.

“Managementors worked alongside our people and became the catalyst for change,” confirms the Service Delivery Director.

“From evolving a new management system to training and coaching our people, they helped instil a new proactive management style across the entire operation.”

New ways of working

The detailed analysis of the volumes and types of work flowing into the contact centre now meant more effective forecasting was at last possible. As a result management teams were better able to assign resources more efficiently.

The project also revealed the need for cultural change across the whole organisation, with a renewed emphasis on customer centric service delivery and operational efficiency. Managementors worked with teams to

enable new management working styles and recently acquired ‘positive’ management behaviours were further reinforced through new measurements and targets.

“We encouraged our people to change perspective and view their role in a more global way,” explains the Service Delivery Director.

“Managementors helped our personnel develop the tools to cope with change and to become engaged with defining a new organisation and a new way of working.”

The results

The outcome of the project was a highly visible performance improvement that incorporated reduced backlogs, improved quality and customer satisfaction, and a demonstrable reduction in cost. The project was cash positive during its lifetime and has led to annual savings of around £2.5 million.

In addition, the chargeable utilisation of the technical consultancy team increased from a base of 84% to 98%, generating an additional £40,000 monthly revenue contribution.

For the Managing Director of the Service Division, the project has helped to unify the organisation and generated valuable management data that provides meaningful information that helps teams to work more effectively.

“We’ve proved that we can deliver a world-class service on a reduced cost base. At the same time we’ve reinvigorated our workforce and achieved a huge cultural change in the way we approach our customers and the way we work to support them.”

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Contact us to find out what Managementors can do for you

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