

The Challenge

This organisation is one of the top three energy retailers in Australia. The retail energy market had recently been deregulated and the market had become intensely competitive. They were under severe cost pressure and were seeking to improve the efficiency of their customer service operations.

The organisation had also recently acquired a number of businesses and were looking to exploit potential synergies between them.

Key Points

- Comprehensive analysis of contact reasons and contact handling processes
- Developed new operating model to improve operational efficiency
- Delivered reduced call volumes, lower handle times and improved quality

Our Solution

Using our proprietary contact observer tool, we performed a comprehensive analysis of contact handling in their contact centres. This analysed reasons for contacts and the workload associated with each type and the processes the organisation used to handle each customer request. We analysed the causes of contact centre staff attrition.

Based on the analysis we developed a new business operating model for their service functions. We developed and managed a programme of change to move to the new operating model and to deliver the first tranche of quick wins to build momentum.

The tactical work management system we helped to implement streamlined the flow and management of work requests between the various departments of the enterprise.

The Results

Reduced Repeat Calls and Rework

A workflow and work request system and process was designed and implemented to streamline the work between the contact centre and back office areas. Within 12 months this initiative delivered a reduction of 25% in contacts per customer by eliminating rework and service failures. It also led to a significant reduction in repeat calls and improved customer satisfaction.

Reduced Call Handle Time

Contact Handle times were reduced by 20% by standardising call handling processes based on the best practice processes that were being followed by the 'best agents'.

Reduced Call Volumes

Call volumes were reduced by 10% within 6 months by systematically addressing the root cause of unnecessary calls that frustrated customers and the organisation.