

The Challenge

The adoption of Internet banking continued at a rapid rate. Unfortunately, the volume of related phone calls and issues was rising at a faster rate. The economic benefits of the new channel were being undermined by the rising costs of the phone based support.

As both customers and the bank wanted to use the Internet solutions, nearly all contacts were seen as "failure" or unnecessary demand. The Bank asked us to help them tackle this demand.

Key Points

- The discover process identified major causes of failure demand
- Root cause and solution analysis found high return answers
- 25% cost savings delivered
- A process in place that was repeatable

Our Solution

Limebridge Australia completed one cycle of its Reduce demand process. First we used our contact analysis diagnostic process to analyse the drivers of contact and classified them using our value/irritant framework.

The next stage was to perform root cause analysis and solution evaluation for some of the major contact reasons.

Most efforts were focused on two of the biggest contact drivers which between them caused over 50% of the contacts. We were able to design a solution with the potential to eliminate one of these call categories by "flipping the turtle" of the Bank's thinking.

We designed a solution where the reason to call became the exception rather than the rule for this call category so that only 5% of that category remained.

The Results

Within six months, the bank had reduced the contact drivers by nearly 25%. It also drove a far better customer experience as none of those customers had wanted to call.

Whilst one solution in this case was a form of automation, it was based on programs that already existed in the bank but were used for other purposes.

The bank then started working systematically through the other contract drivers and their reasons with the goal of reducing contacts reason by reason.