

## The Challenge

This utility was unhappy in the growth in its contact volumes. It had one of the highest rates of complaints in the industry and contact volumes continued to outstrip account growth. With growing competition in the industry, keeping a lid on contact costs was essential. The company heard about our reduce demand processes and asked us to assist.

## Key Points

- 5% of contacts moved to self service 35% reduction in contacts per customer
- 7% contact reduction with three additional initiatives
- 10% handle time reduction through other opportunities identified in this analysis
- Demand reporting and management established

## Our Solution

Our first cut "snapshot" analysis using our Contact Analysis process demonstrated the additional potential of self service mechanisms and categories of contact that were unnecessary.

While the company pursued these quick wins we established week by week reporting of the top 30 contact drivers. We then worked across the business to establish the owners of these contacts and to prioritise a wave of improvements.

The process was established across gas and electricity business units and was also used to compare and contrast the two.

## The Results

The company was able to make three immediate changes that drove out contact volumes. They expanded the self service options and obtained a 5% channel shift with new IVR functions. They revisited the timing of key letters to customers and were able to halve the volumes of related contacts.

Then we identified that the processes in one product area were more effective than another and by making these consistent drove down a third key contact category (concession calls). The management processes also gave them greater control. When one category fell because bills had been delayed, the call centre was able to anticipate a call avalanche and work with the billing area to smooth the impact of this change. As a result the customer experience was preserved.