

The Challenge

The bank had won many industry awards for contact centre excellence; however, customer feedback highlighted two main issues of concern. One was the inconsistent service they received particularly the knowledge of staff and the second was the amount of times they were transferred during the same call.

For example if a customer phoned to get a balance on their savings account and then also wanted a balance on their credit card they had to be transferred even though the information was on the same screen. This was because the Retail, Internet and Credit Cards contact centres were run as 3 separate centres.

Key Points

- Design, pilot and implementation took place without negatively impacting service results
- Over 900 FTE's transitioned into the new model within 12 months
- No investment in technology was required
- Worked closely with HR and the Unions to ensure smooth transition.

Our Solution

Limebridge worked with the management team to design a new operating model based on its PRISM methodology.

The 3 centres were brought together where there was one primary group of phone consultants who resolved the simple calls for internet, retail and credit card enquiries and three specialist areas where the more complex internet, retail and credit enquiries could be resolved.

Best Practice Procedures (BPP's) were created for the majority of enquiries which ensured enquiries were resolved in a consistent manner and the more complex enquiries were quickly identified and triaged to one of the specialist groups.

To ensure adherence and operational excellence Limebridge implemented its operational framework whereby Team Leaders focused on achieving service levels through Queue Management and contingency and improving performance through side by side coaching.

The Results

- 24% Efficiency Gains which provided the opportunity to reduce FTE and make annual savings exceeding \$5million
- 29% Increase in Customer Satisfaction which was assessed by an independently commissioned market research company
- 6% Increase in Staff Engagement
- 14% Reduction in staff sick leave