

## The Challenge

The contact centre was caught in a poor service cycle. Customer wait times were high, occupancy was high and attrition was so high that inductions were carried out monthly. The lack of experience within the contact centre was leading to incorrect information being given to customers resulting in increased complaints and ex gratia payments. The complexity of the health insurance products made it difficult for new recruits to handle all enquiries and as a result 67% of new recruits did not last beyond 6 months. Due to the amount of errors made by contact centre staff over 40% of enquiries could not be finalised by contact centre staff. Instead they were required to complete templates or macros and send them through to the back office for processing. This was both time consuming and creating additional workload for the back office.

## Key Points

- 220 FTE's across two sites were transitioned into the new model within 5 months
- Introduction of Hybrid function within the contact centre whereby phone staff also complete high volume back office processing
- No investment in technology was required
- 20% of Back Office workload performed by Contact Centre

## Our Solution

Limebridge worked with the management team to design a new operating model based on its PRISM methodology. The contact centre was split into a first tier team that handled all the simple and short enquiries and a second tier team of more experienced consultants that resolved the more complex enquiries.

BPPs were created for the majority of enquiries and 95% of templates and macros were removed. Additional authority was given to the contact centre staff particularly the second tier group which enabled them to finalise the enquiries on the phone call.

The fact that new staff were not required to know everything about health insurance and were able to triage the more complex calls made their working environment much less stressful.

Much work was done on recruitment particularly improving the profiles and the assessment process.

Team Leaders were put through the Limebridge Team Leader Development Centres where they were given the understanding and tools to become effective Team Leaders.

## The Results

- 38% Efficiency gains which enabled one centre of 40FTE to be closed without any additional recruitment in the remaining larger contact centre
- 73% Reduction in Complaints
- 64% Reduction in attrition for new starters leaving in the first 6 months
- Average Speed of Answer reduced to 3 seconds from 57 seconds