

# Cross Functional Teamwork with increased Data Integrity Improves Call Centre Service



## Background

The client, a major fleet management and car-leasing provider, wished to integrate all of its European operations. Initial analysis by *The Bridge* consultants demonstrated the need to 'fix the factory' at both UK sites with regard to basic operational control & cost reduction. The client was also embarking on a 2-year programme to upgrade its IT systems.

## Legacy Consulting Assignment

Legacy was engaged to project manage the design & implementation phase of the assignment and also to lead the data integrity workstream on behalf of *The Bridge*. The overall objective is to improve operational efficiency and customer service. The resulting solutions had to be implementable within the financial year and not require significant systems modifications.

## Analysis and Design Findings

- ❑ Rework opportunities of £1.789m
- ❑ 45-55% of non value add activities in some areas
- ❑ £200k identified through Cost of Capital Employed (£3.4m @ 6% cost of capital)
- ❑ £100k material costs associated with duplicate invoicing/customer queries

## Consulting Approach

Two similar pilot groups were established to address the contact centre Team & Organisation Development (one per site). Each pilot group consisting of cross functional team members and encouraged to develop & test new ways of working to improve operational efficiency, reduce cost and improve customer service, and identify opportunities to integrate the business processes. A joint project team of consultants and client team members was created to work in five areas:

1. Programme Management and Alignment  
To ensure the delivery of change and results for the UK Transformation project
  - ❑ Ensure alignment to strategy
  - ❑ Design approach
  - ❑ Track progress & benefits
2. Team & Organisation Development  
To create a team-based structure with supporting functional structure in Customer Life Cycle Management & Support Services. The pilots will test & recommend new ways of working with a new organisational structure to support it:
  - ❑ Develop Cross Functional Teams
  - ❑ Pilot the teams
  - ❑ Determine front office, back office & external suppliers
  - ❑ Determine org structure
  - ❑ Implement new organisation

3. Data Integrity  
To provide a sustainable improvement in data accuracy and management reporting
  - ❑ Improve data integrity by identifying data inaccuracy and ownership, and introducing robust data change control processes
  - ❑ Introduce a mechanism for monitoring and reporting data accuracy
4. Capability & Knowledge Capture  
To support the UK change management project and to develop a 'client knowledge base' and change management capability
  - ❑ Train project team members in core skills
  - ❑ Train all in new processes
  - ❑ Deliver a change management capability
5. Mobilisation & Communication  
To prepare and mobilise the workforce for change and communicate progress
  - ❑ Communicate the change
  - ❑ Voice of the organisation

## Client Benefits

The project team were able to deliver immediate improvements in customer service during the pilot phase:

- ❑ All customer responses held within the telephony service levels since day 2 of team pilot
- ❑ 3 unsolicited compliments received from customers
- ❑ New cross functional teamwork approach was key factor in winning major new customer contract

- ... and identify additional business benefit opportunities:
- ❑ £480,000 opportunity in reduced invoice credits
  - ❑ Cash flow benefits for improving vehicle disposal cycle times
  - ❑ A reduction in telephone, postage and stationary costs as a result of reducing rework
  - ❑ Reduced recruitment costs as headcount is reduced

Departmental Heads have confirmed Low Tech/No Tech Business Process Improvement opportunities in the order of £1.789m per annum from a rework 'pot' of £2.2m.

On the assumption that only 60% of this is practical and impactable and allowing for a contingencies, a high confidence business case of **£1.3m** has been agreed for budgetary purposes.

These assessments have been validated by more detailed sampling studies in key areas.

These benefits are planned to be delivered during the current year as the new pilot team approach is rolled out across the two sites.

From our prior analysis, and our experience in this sector, we are confident the UK Transformation programme alone has the potential to deliver £3m per annum.