



Case study

Name: Kcom
Sector: ICT Services
Location: Hemel Hempstead and Hull, UK

Optimising Productivity and Customer Service at Kcom

Kcom provides collaborative communications and IT services to business and end users. Following multiple acquisitions and the adoption of historical and legacy in-life services, there was a need to optimise customer interaction, reporting and fault resolution process. The client required support to enhance the customer experience and improve the service levels.

A need for change was evident. A project was undertaken to reorganise operations and deliver an enhanced and sustainable Management Operating System driven by people and process to maximise performance, reduce cost and create excellence in customer service.

Key gains

- Consolidation of contact channels and improvements in job reporting, routing and resolution required to enhance customer experience
- Recognised a 20% reduction in overall operating costs (40% in some teams) and an increase in performance, through streamlining organisational structure and resources and mobilising change
- With coaching and hands-on support, new techniques have been adopted and new people recruited, enabling further opportunities to improve operational processes
- With an enhanced Management Operating System in place coupled with coaching, first line supervisors are already experiencing and reporting positive changes in performance and customer satisfaction
- Measured a 4:1 return on investment, with a simplified operational process and provision of a better overall customer experience

Background

KCOM Group is a leading information and communications service provider. It helps customers navigate through the complexities of today's converging communications and Information Technology landscape with design, delivery and managed services, in areas such as: user-centric networking; internet and contact services; and hosting and data centre solutions. The company markets its services through four brands (Kcom, KC, Eclipse and Smart421) facilitating blue-chip, SMB, business-to-business and consumer customers; working with some of the UK's biggest names in retail, finance, IT, legal services and the public sector; alongside a well-established partner channel.

Building the Platform for Performance and Customer Service Optimisation

In recent years, Managementors has been assisting the KCOM Group in various 'people and process' focused projects to increase performance and reduce costs. Most recently, the company has been involved in a project to assist in operational analysis and the refining of the Management Operation System (MOS) relating to the Group's Kcom brand.

Jon Burwood, Service Operations Director for Kcom explains: "Our Kcom brand has expanded the range of services it offers through a number of acquisitions over the last 10 years. As a result, there are numerous historical systems and processes. There was a need to review and evolve our processes to maximise performance and minimise costs and, most importantly, make sure our customer service levels are replicable, consistent and increased."

"Managementors worked alongside our people to help design ways to achieve better productivity and improve customer experiences."

Jon Burwood, Service Operations Director, Kcom



In 2013 Jon was given responsibility for service operations for Kcom's in-life service centre environments, located in Hemel Hempstead and Hull. At that time, the operational structure comprised three service desks and was based on historical and legacy systems, meaning that customers had three different contact channels into Kcom. Jon adds: "there was no logic in and around the process of handling customer queries and routing calls for resolution, resulting in the customer experience not being optimal."

As part of his review, Jon identified the scale of the issues and that the service processes had to be changed. He recognised the skill sets, focus and time needed to effect change were not necessarily available in-house, and knowing the Group has had previous experience and success with Managementors, Jon decided to get in touch.

Managementors proposed and undertook an initial two-week operational analysis to define and detail all of the issues and how these could be corrected and enhanced.

Jon explains "Managementors conducted 'day-in-the-life' studies with the in-life services teams and delivered detailed statistics on performance. They were able to demonstrate how they could make both operational and process improvements and, in doing so, drive efficiency, reduce costs and increase ROI and, ultimately, ensure the customer experience was right first time."

The project started with a focus on first line services, looking deep into the real-time operations and performance in comparison to customer Service Level Agreements (SLA's). Customer calls were being logged, but generally were passed onto the second level and sometimes third level lines of service for resolution when, perhaps, they could have been resolved during the first call.

This focus on the front-end processes really qualified the need for a people and process orientated performance Management Operating System (MOS), with first line staff being trained to handle simple customer queries and an easily manageable process for more complex queries to be routed to second or third line service, to complete the resolution process.



"With Managementors' expertise and assistance, we have been able to achieve a 20% reduction in operating costs at the same time as an increase in performance, through streamlining processes and mobilising change."

Jon Burwood, Service Operations Director, Kcom

Delivering and Driving Business and Cultural Change

With Managementors' support, the team at Kcom has been able to transition first line service to their Hull site as a 'first port of call' for all customer contact. In creating 'one centre', the technical teams in the first line helpdesk are now fully prepared and have the right skill sets to resolve queries within the first call or route it to the next service line, whilst ensuring the customer is fully aware of the resolution process. In turn, this means that the second and third service lines are receiving correctly qualified, complex customer queries to focus on and resolve.

Jon adds: "We've managed a smooth transition of first line service to Hull and enhanced our second line service levels, which translates to clearer and better defined routing of our customer queries. We've been able to adopt new techniques and recruit new people and we can see how our reporting is evolving and illustrating further opportunities to improve our operational processes and productivity. Improving our performance in this way will be critical in order to support our plans for growth."



"As a service organisation, the ability to deliver a best in class customer experience is fundamental to our business. We recognised that there was an opportunity to drive tangible benefits from new ways of working. Managementors were excellent in peeling back each of the layers and providing a clear, logical plan of improvements. The quality of their people has been exceptional and we look forward to continuing our working partnership and relationship."

Stephen Long OBE, Managing Director, Kcom

Contact us to find out what Managementors can do for you

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