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**Industry:**

Utilities



**Business Area:**

Field Engineering and Customer Service Team



**Project Type:**

Back Office/  
Engineering Workforces



**Duration:**

18 weeks



**Location:**

Shipley, West Yorkshire



“We’re now more efficient, you can see that in the output of the engineers. This project has given us a standard way of operating and has changed how we look at performance. It has allowed us to quickly identify where to improve and holds up throughout our seasonal cycles. We’ve also laid a strong foundation in the Contact and Support Centre to continue to improve our customer service. We’ve got a clear roadmap on how to continue on our journey and the structure in place to support business growth.”

**Richard Harrison**  
CEO



## Featured Results



**42%**

increase in domestic engineering productivity



**93%**

customers billed within SLA



**72%**

reduction in average wait time for customers on the phone



Hiring cost avoidance - ability to take on new contracts with existing workforce

## The Challenge

- There were concerns around the productivity levels of the field engineering teams and the optimisation of the engineers’ schedules
- In the Customer Service team, high attrition and hidden inefficiencies contributed to large call and email backlogs, affecting the overall customer experience
- Throughout the business, there were limited operational forecasts or any standard times in place to effectively identify the required level of resource to deliver or highlight any spare capacity
- Additionally, there was an absence of accountability for performance, as there were limited means of discerning whether performance was positive or negative



“A number of departments were battling with inefficiencies and weak processes, despite having lots of good people. Our growth was contingent on our ability to go and hire people that would be as skilled as the people that we’ve already got and clearly it takes loads of time to do that, whereas its much faster to bring in people, train them in processes and them get them to repeat them.”

**Richard Harrison**  
CEO



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# Our Solution



Created visibility of performance within the call centre, email team and engineering population



Enhanced procedures and tools for predicting work in conjunction with an efficient resource model



Implemented a Customer Services Skills Matrix to effectively schedule and allocate resource to handle various types of customer enquiries



Creation of a set of PGLs and a Planning Tool, allowing for better comprehension of operational capacity and resource needs



Coached Team Leaders and Operations Managers to encourage a more proactive management style, whilst enhancing the level of accountability for their team's performance

## Who did we work with?

- Scheduling Manager
- Engineering Managers
- Customer Service Management



“We worked with three main people from the Managementors team – two that focused on the field and one that focused on Contact Centre and Customer Support. They integrated really smoothly with both areas and got close to the management and leadership teams, so it worked well.”

**Richard Harrison**  
CEO



## Key Benefits

- ⊕ Ability to take on more contracts without hiring additional resource
- ⊕ Completion of Cyclical Maintenance Visits through the summer, generating additional capacity through winter for reactive jobs
- ⊕ Brought stability and scalability to the Customer Services Team. There was a reduction in customer email backlogs and improved call answer rates leading to an improved customer experience
- ⊕ Implemented an effective Management Operating System (MOS) to ensure consistent ways of working, effective interfaces and provided the foundations for optimisation and expansion

Managementors works in partnership with our clients to deliver customised solutions that resolve their most significant performance challenges and leave a lasting legacy of performance improvement. Whether it's tackling operational or change issues head on, or improving output across the service delivery organisation, we provide the insights, techniques and skills transfer that make a sustainable step-change in productivity possible.

