



Case study*

Business: European Market Leader
in Express Delivery Services

Sector: International Logistics

Location: Warwickshire, UK

Productivity Improvement at an Express Courier Company Delivers Lasting Results

A 28-week performance improvement programme in the frontline call centre operations of this leading courier and express delivery organisation created a lasting legacy of enhanced productivity

Background

Every week, this world-ranked business-to-business express courier provider delivers around 450,000 packages on behalf of its UK customers. Each day its multi-skilled contact centre response operatives handle a staggering 25,000 service booking requests, as well as enquiries for pricing, guidance or advice and delivery status updates.

With average daily call volumes topping 30,000, exceeding customer expectations in this highly time-sensitive and competitive market can be tough.

Key challenges

- Improve productivity in UK call centres to cope with fast-growing business volumes
- Build in self-sustaining service delivery improvement
- Eliminate functional barriers to performance

Key gains

- Productivity per CSR increased by 13 per cent in just 24 weeks
- Newly integrated front-end processes, plus automated quotation and reporting tools helped boost overall productivity of call centre operations by 35 per cent
- Customer satisfaction levels are up thanks to higher 'first time' call completion and reduced call backs
- Service delivery costs per call have fallen

The challenge

To maintain exceptional customer service levels in the face of fast-paced growth, the company needed to increase capacity within its UK call centres. The goals were clear, as its Divisional General Manager of Client Services explains:

“Enhancing the operational productivity of our call centres would enable us to deliver new services and release resources to other areas of the business,” he says. “It would also resolve the associated issue of escalating service costs.”

Uncovering the barriers to performance

The company called on Managementors, a results-based process consultancy, to undertake an in-depth analysis of its call centre operations. The aim was to identify gaps in performance, confirm areas of competence and gain a fresh perspective on the reality of day-to-day working practices.

The review uncovered some unsettling findings. For example, the non-alignment of quotation, credit management or progress procedures with customer processes meant customer service representatives (CSRs) were unable to access with ease the information they required to resolve customer queries accurately and quickly. The result was multiple customer call backs or extended handoffs to other functions.

What’s more, the failure to identify and escalate these issues resulted in non-standard CSR ‘work-arounds’, which had become institutionalised and perceived as ‘part of the job’.

As their Divisional General Manager of Client Services explains: “Managementors put the spotlight on areas of functional inefficiency and uncovered the barriers that were preventing our people from performing better.”

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**Divisional General Manager,
Customer Services**



Empowering people to manage

Alongside reviewing process flows relating to all key frontline and back-office interactions, Managementors also took a detailed look at how management and supervisory teams worked within the existing system and reporting frameworks.

A perception survey revealed that team leaders shared concerns with call centre managers over the quality of workload estimation, but lacked the appropriate tools to rectify planning disconnects or confront poor performance.

“We needed to empower our people to manage with confidence, giving them the tools and the skills to identify when and where performance gaps occurred,” says the Divisional General Manager of Client Services.

The journey to productivity

Managementors worked alongside the local management team to review the operational work standards that would make effective productivity monitoring possible for team leaders. Frontline process flows were rationalised and standardised working practices were put in place across all teams – from CSRs to account managers and support and administration groups.

Job roles and responsibilities were reviewed, clarified and tightly defined – and with a much clearer understanding of what their role and

responsibilities were, supervisors became more active in ensuring their teams were focused on achieving key performance indicators.

Meanwhile, new automated tools to standardise customer quote calculations and undertake revenue reporting were developed and implemented across all teams. The new tools reduced the administrative burden associated with these functions, and the improved accuracy of quotations meant lower volumes of customer billing enquiries.

New ways of working

As a first step to engaging the workforce in the new working approach, Managementors and the local management team ensured everyone understood the objectives and scope of the project and received regular updates on progress.

Teams began a new practice of daily review meetings and were encouraged to identify and escalate issues up the management chain for resolution at weekly area-level meetings. The result was a much greater interaction and engagement between managers, supervisors and their teams, which in turn helped boost motivation levels of individual operatives, as the Divisional General Manager of Client Services explains:

“Individuals working at every level recognised change was possible – and that they could play a key part in enabling that change.”

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Divisional General Manager of Client Services



Delivering results

The increased focus on key operational drivers and the creation of a common set of tools and procedures to drive performance have already generated results. In just six months call management per CSR has grown by 11 per cent and overall productivity of the operation has improved by 35 per cent.

Service levels have been unaffected by the increase in productivity. Indeed, the impact of improved resource sharing across teams, together with the resolution of recurring issues, means calls are now resolved faster and more accurately. The operation can now direct calls to the right specialist teams – as a result call back volumes are lower and customer satisfaction is higher.

The collaborative approach adopted by Managementors played a significant part in the acceptance and whole-hearted participation by personnel, as the Divisional General Manager of Client Services confirms:

“Managementors demonstrated they understood who we were, what we wanted to achieve, and their people skills enabled every level of staff to change.”

The results, he believes, speak for themselves. “We’ve achieved durable and sustained skills transfer across the operation and successfully realigned the organisation to deliver higher standards of service.”

Contact us to find out what
Managementors can do for you

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