



# Focus on what matters to the customer



Learn why 140 metrics were cut to 11 in partnership with a government regulator, and how a next-generation contact centre is taking shape at Camelot.

## Summary

*The Operations Planning and Control Team at Camelot played a vital role in renegotiating performance standards with its government regulator, through a combination of high-level strategic influencing and rigorous new MI. Just 11 KPIs - focused on quality, accuracy and customer satisfaction - replaced over 140 speed-based measures. The whole change programme included both a cultural transformation and a radical refresh of contact centre technology to support the new measures. Customer satisfaction is up 21% and operating costs down 40%, with the technology changes delivering a further £250k benefit per year – all changes which will help Camelot to maximise returns for the National Lottery Good Causes.*



## Key initiatives

### Strict regulatory control

Until the new changes in 2011, regulatory control of Camelot by the National Lottery Commission (NLC) was achieved using 147 speed-based measures. The focus on “speed of answer” had not changed since the Lottery's formation in 1994 and Camelot sought to change these performance standards to reflect more 'outcome based' thinking in the present day contact centre industry. The Operations Team used high-level strategic influencing and detailed scientific justification to convince the NLC to revise the metrics to just 11 KPIs with a focus on quality and customer satisfaction, and invested in a total technology refresh of their Watford-based Contact Centre. “Winning is a life changing opportunity” “Previously we only measured speed of response” “The change in measurement allowed us to justify our biggest investment in customer service in 16 years”.

### Aligning metrics to deliver the cost out

The Customer Operations Team leveraged the government's own focus and language on minimising unnecessary regulatory oversight to influence the NLC to move away from focusing solely on speed of answer. The Management Team demonstrated that the very short answer times required (around 5 seconds) contributed little to customer satisfaction, and prevented Camelot from efficiently using resources. The team devised a simplified set of measures, showing the impact to customers as well as illustrating the commercial benefits which would enable investment in new capabilities. External consultancies as well as market research and analysis validated the team's thinking. After six months of walking the regulator through the changes, the Operations Team even gained buy-in from a stakeholder who is not an expert in customer service. “Success is underpinned by both operational efficiency and quality” “We have taken ownership of the metrics” “A strategic vision which has secured our future operations” “We understand the drivers behind customer contact as well as the drivers of customer satisfaction, and helped our regulator to see them too”.

*“We set out a clear strategy and vision, led by our knowledge of the customer. We delivered with and through our people. Our service has improved at an astonishing rate.”*

**Simon Hill**  
Operations Planning & Control

*“Our Customer Operations Team is absolutely at the heart of Camelot, the results they have achieved in the last year speak for themselves.”*

**Duncan Malyon,**  
Sales Director

*“We are saying the right things on the calls.”*

**Toby Smith,**  
Agent

## Results

- **Customer satisfaction is up 21%**
- **Operating costs cut 40%**
- **Technology will deliver a further £250k per year**
- **Propensity on retail calls dropped 134% to 68%**
- **Phone contact relating to online queries dropped from 6.7% to 3.5%**



*“There’s more customer satisfaction and managers are listening to us a lot more.”*

Georgina Want,  
Agent

*“It’s a radical transformation, but with common sense at the core... these new measures are directly aligned to the customer outcomes.”*

Pam Bowell,  
Head of Customer Operations

## Focus on the customer experience

The team emphasised the need for quality to deliver customer satisfaction, using both internal and external measures. The whole strategy was based on an in-depth understanding of what customers want from customer services as a whole, and the National Lottery in particular. The new technology allows Camelot agents to automatically log calls, automates repetitive agent activities and offers new opportunities for customers to self serve. This has dramatically cut the propensity to call and will reduce AHT significantly. Operating costs for the customer service operation are down 40% even though overall volumes are rising thanks to a rapidly growing online channel. Service levels are consistently achieved and customer satisfaction is up by 21%, and at an all-time high, with over 90% of customer’s stating that they are either Satisfied or Very Satisfied with the service they receive. “We’re not just there to answer calls and satisfy our call metrics” “Agents can have a better conversation with the customer” “This is something that has been driven by the customer” “We are being recognised now not only for picking up the phone quickly, but for delivering exceptional customer service results”.

## A wholesale cultural shift

As operators and custodians of the National Lottery, Camelot has a culture of supporting good causes and delivering an exciting winning experience, within a framework of responsible play – “Serving nations’ dreams with integrity”. The change programme involved gaining buy in from all levels, while maintaining Camelot’s exceptional internal standards. Quality has improved thanks to investment in coaching and e-learning, with a training emphasis on quality in service. The components of the new quality management systems and advanced KPI scorecards were designed with the teams that use them and link directly to the new strategic goals. Agents also have visibility and control over the way they work - for example, they see request holidays and shift swaps automatically and have a personal dashboard to help them take ownership of their own performance. “Stakeholders must be confident in the process” “We focus on each customer as an individual and get their feedback” “Agents can benchmark themselves with their peers and really own their performance”.

## The next generation call centre

Building on these successes, Camelot’s Operations Planning and Control Team is already implementing what it calls a “Next Generation” Contact Centre. Starting from the customer proposition – be good quality, be straightforward, be efficient and be fun - the plan establishes a comprehensive and integrated platform spanning new telephony systems, resource planning, quality management, customer feedback, speech analytics, performance management and competency based learning solutions. “Agents will have the right tools to do their job” “Coaches and agents are involved in the design”.

*“The customer is really our focus now... management really listen to us. When we see where we’ve come from and where we’re going to, it’s like, wow!”*

Leona Casey,  
Team Leader

*“We don’t sacrifice quality for quantity.”*

Jim Lardner,  
Agent

*“We can make the player experience better. We are seen to be providing that little bit extra.”*

Peter Tunstall  
Team Leader

**Camelot Customer Operations** supports all customers of the UK National Lottery. Its contact centre handles around 3m calls, emails and letters from retailers and players annually. Camelot has an annual turnover of £6 billion. With a total of around 200 heads, Customer Operations represents a significant proportion of Camelot’s circa 900 staff. The contact centre uses Cisco IPT and IVR.