



Insight and collaboration transform service

Motability Operations

Discover how a focus on the customer helped support teams open new approaches to call analysis, forecasting and MI that manage volatile demand and raise satisfaction.

Summary

Immense cultural transformation put the integrated support team in the spotlight. Quality scores are combined with new call logging data to steer both performance and process changes. Inbound calls are down 8% vs forecast, handling time is down 60 seconds and FCR is up to 89%. This data also deepens forecasting insight, reducing the chance of operational 'shocks' arising from demand volatility. Data is used to empower advisors and the close link between communications and MI has helped create many new ways of presenting information, using the Forum's MI Maturity Model to improve all four dimensions. Customer focus and employee engagement scores are 21% and 16% above benchmark for high performing organisations.



Key initiatives

Loving the customer – no 'fakers'

In 2009-10 an immense cultural transformation set out to recruit, encourage and reward 'lovers' rather than 'fakers'. 'Lovers' empathise with customers and resolve issues, even if it makes their stats look bad, taking responsibility. 'Fakers' deliver to traditional targets but find it hard to respond flexibly to customers. An early example was to stop using the Data Protection Act as an excuse for process-driven calls. A more conversational approach is now taken at the start of calls, as many callers needed advice that did not require ID verification. Advisors take responsibility for formal verification when it's required, at the point when customers can see that it is needed. There's also been immense success in using AskMo – an intranet knowledge management tool – to help advisors become confident with the unknown, so they can really focus on what the customer needs. "Even experienced advisors rely on it" "Used on 20% of all calls" "Up-skilling allowed us to remove the IVR" "People love being empowered to resolve queries fully" "I feel responsible and valued".

Collaborative support

This culture has had a giant impact on the support team, whose role is to ensure that operational processes and targets support 'lovers' and remove blockages in their way. A host of developments have made the changes stick, including a change in targets. Above all, job progression encourages development and the 'Trinity Model' for performance improvement asks advisors to take responsibility for their own performance, supported by a dedicated team coach as well as a team manager. Coaches are aligned to operational teams but report to the Support Services Manager – alongside planning, MI, and communications. This integrated and collaborative approach to support has proven vital. "It's a lot easier having a shared conversation when you've got a shared objective" "The coach is now an advisor's best friend" "Giving people control over their own improvement is revolutionary".

"We needed more granularity – quality data as to why customers were calling – to go that step further and improve our performance."

Jamie Dormandy,
MI and Communications
Team Manager

"Our people now want to do a fantastic job. What we do is to remove barriers that stop them doing a good job."

Ivan Smith,
Support Services Manager

"Moving from the old call-logging system was like taking off a blindfold. We started understanding patterns."

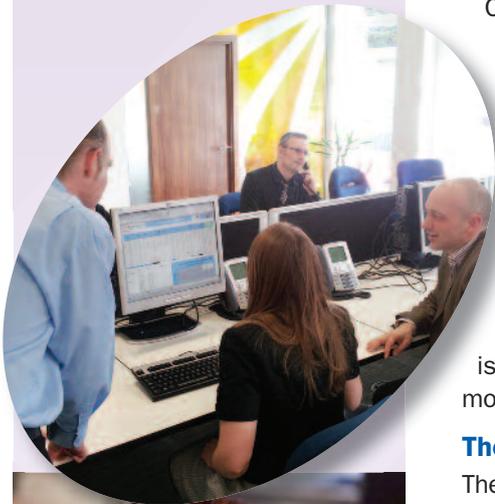
Michael Dosunmu,
Floor Manager, Customer Services



Professional
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Results

- **Customer focus and employee engagement scores 21% and 16% above benchmark for high performing organisations**
- **Customer Satisfaction Index up from 93% to 96%**
- **Second place in Top 50 Awards 2010, on first year of participation**
- **Inbound call volume down 8% versus forecast**
- **AHT down by 60 seconds**
- **Proportion of calls logged up from 77% to 93%**



“You can’t argue with the numbers. They’re a real leveller. When I first received information on customer lifecycle, I was like a kid in a candy shop.”

Ivan Smith,
Support Services Manager

“We encourage advisors to be honest and tell us what areas they’re having difficult with. The success of this is mirrored in the quality scores.”

Carly Shortman,
Team Coach

Call analysis – understanding demand

In 2011, a new approach to call analysis was developed. Call reasons and outcomes are linked to quality scores – to support coaches and also drive process improvements. Reason codes were cut from 200 to 27 and 93% of calls are now coded (up from 77%), giving new insight on the causes of complaints, escalations and call volumes. First contact resolution is up from 80% to 89%, average handling time is down 60 seconds and call volumes are 8% below budget. Accuracy has resulted from excellent communication at the outset and the way the information is seen to be used. Initially captured by the desktop CRM application, an additional intranet-based application has been developed by the MI team to log calls that aren’t recorded by the CRM. “Fantastic insight, in-depth understanding” “I trust the data” “Don’t rely on gut instinct; you can rely on numbers”.

Shock-proof forecasting

Call analysis also deepens forecasting insight and reduces the chance of operational ‘shocks’ arising from surges in call volume. Call outcomes and triggers are mapped against customer lifecycle data creating new information on propensity to call. When major changes were made to the Motability Scheme, Project Valeri was set up with the Marketing team to plan customer communication. By staggering mailings to customer groups deemed most likely to call, volatile call patterns were averted. What’s more, this insight is used in business-as-usual, in daily reports and in the Friday Forum that takes learning from the week’s operation in planning for the week ahead. Quarterly governance meetings with stakeholders provide cross-departmental opportunities. Forecasting accuracy is within 5% of actual call volumes. “We can withstand shocks” “Easily the most significant change in 10 years”.

The MI maturity model

The use of data to empower advisors has been vital and the close link between communications and MI has helped create many new ways of presenting information. For example, the MI team have developed an absence calendar and use traffic light colour-coding on new intranet reports for quality and performance – many requested by team leaders. They’ve used the Planning Forum’s MI Maturity Model to improve all four dimensions: measurement, engagement, use and production rigour. This approach has been well-received by advisors and managers alike – a fact reflected in employee engagement scores, which are the highest ever recorded. “Straightforward and clean” “Used to take up to eight hours” “What you want; where you need it”.

“A lot of our calls are event-driven. It’s about understanding the triggers; why people are calling and when. We have the tools now.”

Mike Brace,
Forecasting & Resource Planning
Specialist

“We put ourselves in the customer’s shoes and ask what we would feel like if we were on the end of the phone.”

Kimberley Pitman
Customer Care Advisor

“Contacting all our customers in such a short period of time ... could have burnt us. But everyone sat round the table to discuss what we could do to handle it. The different teams worked together as one.”

David Walsh,
General Manager, Customer Services

“You can take on a case and deal with it. You’ve got the resources there to sort it out for the customer.”

Sue Callen,
Customer Care Advisor

Motability Operations is a not-for-profit company that runs the Motability Car Scheme and the Motability Powered Wheelchair & Scooter Scheme, regulated and overseen by the charity Motability. With over 600,000 customers, it is the largest fleet operator and biggest supplier of used cars to trade in the UK. The Bristol / London-based contact centre receives approx 1m calls pa and 35,000 units of white mail/email. They use Avaya telephony, Aspect workforce optimisation and Creative Virtual for knowledge management.