

Case Study – Contact Centre (IT Marketing)

An IT Marketing company was struggling with managing a sub-performing Operation. The Contact Centre was not performing to client expectations, with some clients threatening to take their business elsewhere.

Lean Consulting looked to understand the root cause of the client dissatisfaction and determined that the lack of a robust approach to Quality Monitoring was a major contributing factor to the poor performance.

We evaluated the existing quality infrastructure and found it to be not fit for purpose for the business. Quality was very much performed to 'tick a box' rather than to deliver meaningful information to the Operation. The organisation 'sold' the fact they completed quality monitoring to their clients, so it was viewed as an operational burden, 'Something we have to do' rather than as a powerful mechanism to improve performance, deliver change and create a positive culture.

Working closely with the management team, Lean Consulting implemented a 3 step quality programme that delivered usable information to managers. We verified the data source of customer contacts, monitored a large sample of calls and finally contacted the customer after time to follow up on the outcome of the contact.

Creating a centralised QA team also took pressure of the Team Managers time and provided an unbiased and consistent view of performance. The team was also able to increase Quality Monitoring output by 200% through the implementation of a bespoke Productivity Management Tool.



The new approach was developed with input from the Operational Managers and the Sales team to ensure that they process met needs of all stakeholders.

The process allowed for the business to:

- accurately assess the potential of a marketing list (through a sample)
- monitor the calls to coach advisors and to ensure compliance to the process and
- assess the overall satisfaction of customers (also through a sampled approach)

