Workforce management solutions help Carole Nash improve Contact Centre productivity by 6.4 per cent

Carole Nash Insurance Services (CNIS) has enjoyed rapid growth, expanding from a 30,000 strong book in the mid-nineties to around 250,000 policyholders by 2008, making it the market-leading motorcycle and car insurance specialist in the UK and Ireland.

Paramount to this growth and the company's reputation for excellence has been its policy to regularly re-invest in systems and training. So when the decision was made to upgrade its telephony systems, CNIS took the opportunity to increase its competitive edge by installing the latest telephony, dialer and workforce management technology, creating an award winning call centre operation.

Fast facts

Customer
Carole Nash Insurance Services

Web site
carolenash.com

Number of employees
320

Country or region
United Kingdom

Industry
Insurance

Customer profile
The UK and Ireland's biggest motorcycle insurance specialist.

Challenge
The existing AVAYA INDeX telephony system had reached the end of its life and was no longer supported by AVAYA. The company needed to replace the existing Contact Centre system, according to specific business requirements. The supplier also needed to demonstrate a good understanding of CNIS's core business and be clear about costs and time-scales.

Solution
Vodafone developed a multi-media Contact Centre solution which incorporated web, chat and self-service options, effectively enabling Contact Centre staff to do more with less infrastructure and staff overheads. By implementing Work Force Management (WFM) and Work Force Operations (WFO) solutions, CNIS was able to grow its business with less staff, while also improving overall levels of customer service.

Benefits
• Increased customer service
• Reduced costs
• Flexible workforce
• Improved reporting
• Better productivity
• Easy information flow

"The design, support and dedication of Vodafone's skilled account management, project management and installation and support teams helped us to deliver the solution on time and on budget with demonstrable ROI."

"This saw...greater flexibility in part time staff shift patterns, a significant extension of opening hours, a 50 percent increase in outbound dialing efficiency and dramatically improved call forecasting."

Dave Bowcock,
Carole Nash Insurance Services

Challenge

CNIS's internal IT department knew that the existing AVAYA INDeX telephony system had reached the end of its life and was no longer supported by AVAYA. The company began a tender process lasting about six months to find a telecoms company that could replace it, according to specific business requirements.

CNIS wanted to partner with a supplier that could not only deliver the project on time, but also in line with its own core business values which included: professionalism, openness, results-focused, innovation, being passionate about biking and having fun.

The supplier also needed to demonstrate a good understanding of CNIS's core business, provide on-going support and relationship management throughout the project, be clear about costs and time-scales, as well as appreciating the degree of added value brought to its business activities by the technology requirements

After a rigorous tender process involving seventeen suppliers, Vodafone's Unified Communications Group was selected to supply the solution based on CNIS's primary criteria and functionality requirements which included intelligent Call Routing and Dialing features, such as IVR, remotely dialed sights by extension numbers, skills-based routing and selectable grouping.

Management and monitoring

The new solution also had to include stringent call management and monitoring functions as well as the support the introduction of a new workforce management system called TotalView. TotalView is one of the leading workforce management systems currently on the market. Installing this software was a sign of the ambition and commitment CNIS was demonstrating to colleagues to ensure a flexible working approach could be developed.

Messaging and Technology options

In addition, CNIS wanted to include a suite of voice and data messaging applications like Voicemail, Outbound SMS, Email queuing and reporting, as well as technology options such as soft phone support and a remote programming interface.

Solution

Once selected, Vodafone appointed a manager to work within the CNIS project management team, reporting fortnightly to project sponsors and CNIS executives until total delivery was completed. CNIS wanted to ensure that business operations would be unaffected by any of the project and timescales had to be compressed to ten weeks.

Implementation

The systems recommended by Vodafone were based on an Avaya migration path and included:

- Avaya R14 CMS
- TotalView Workforce Management Tool
- Avaya 4.0.1 predictive dialer
- Symon wallboards

Installed onsite by a Vodafone engineer to the specific DBQ design, from within Carole Nash's Resource and IT departments, the new Avaya R14 CMS telephony system offered the ability to multi-skill as well as providing the same departmental set up as the previous system.

Operational-driven call routing

TotalView is one of the leading workforce management systems currently on the market. The choice of software underlined the ambition and commitment of CNIS to ensure a flexible working approach can be adopted by its agents and advisors. By allowing agents to focus on specific and specialist bikes they can also show that they are passionate about providing the best possible service to customers.

Working alongside Vodafone and NICE engineers the Resource Planning and IT departments built the data base and linked up the new phone system to provide a real time and historical feed to IEX. The system was up and running two weeks after the phone implementation.

Benefits

The major business gain for CNIS has been the flexibility of the new system which matches product development within the company as it grows. The company has already seen three smaller departments emerge from larger areas as a direct result of being able to route specific calls to skilled agents.

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Improved customer service at lower cost

Three months after the system was set up, opening hours of the Contact Centre were increased from 8am to 8pm to meet customer requirements and new call patterns. As part of the expanded opening hours Carole Nash also introduced Saturdays into the normal rotation without the need for overtime payments, saving 33.5 per cent in staff costs as a result.

Improved staff scheduling and real-time information sharing

Other benefits this system has delivered include the ability to use forecasting to drive staff scheduling. Digital wallboards within each department provide real-time data feeds and call queue information to advisors and management enabling them to track performance, acknowledge high achievers and be kept informed of company news. And quality of work from CNIS advisors has improved due to breaks being introduced into schedules so they can now work flexibly, and their preferences can be registered to allow fair and balanced scheduling of shifts.

Increased performance

The company has seen overall outbound unitary income increased by 5.3 per cent (June08/June09), employment costs reduced by 31 per cent compared to the previous year, and Right Party Connect (RPC) increased by 57 per cent, per agent (Jan-June08/Jan-June09). Overall staff performance has improved as has staff retention, enabling CNIS to focus on providing the best services to its customers.

The actual cost of implementing the project came in at approximately 50 per cent of the capital cost forecast for replacing the telephony platform. CNIS has enjoyed more cost savings than initially projected. Overtime and FTE costs are below initial projections as a result of the increased efficiency allowed by the new systems.

For more information, visit vodafone.co.uk/business