

Business Process Improvement Case Study - As time is money and speed matters our expert team of practitioners integrate with your teams to achieve unprecedented results, fast. Our unique approach can make that happen for your business

CASE STUDY

Improve Debt Management

This B2B energy co. is a well established and successful energy company that has progressively grown since it's inception in 2000. The company identified that it had a escalating debt position and were concerned that their collections team were having minimal impact on this deteriorating situation. There was little clarity on the root cause and it needed addressing quickly. Customer NPS at +47 needed to be maintained whilst addressing the debt position and was a key value of the businesses senior team



The Challenge

To reverse the growing debt trend, review processes, policies and to ensure that industry leading collections techniques and behaviours were employed at every customer 'touch-point'



Get to know the team and the processes and find out what was working and what wasn't



Develop and test ideas and solutions before creating a plan to work on



Coach and develop the team in industry leading collections techniques and behaviours

Reversing the trend was key



Priorities

- Understand what's stopping them
- Re-energise and refresh the teams with workshops & interactive sessions
- Take action fast – traction matters
- Visualise everything

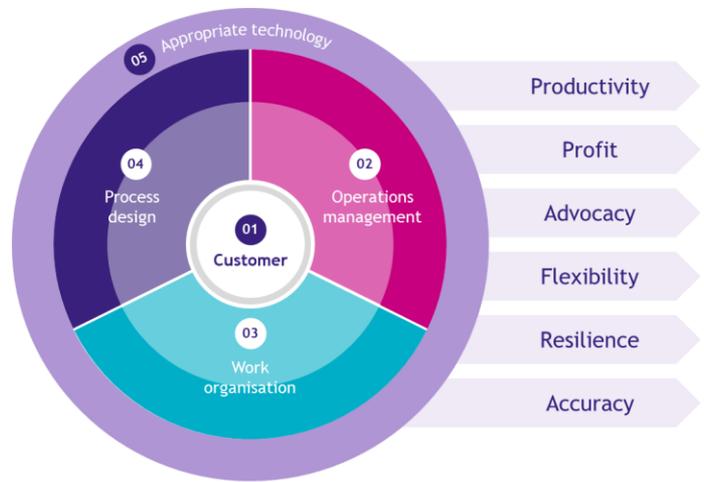


The Activity

After the initial people engagement there followed a diagnostic phase, identifying current data sources and building of deeper understanding of individual team members and team leaders daily routines, including listening to calls, feedback, coaching both on the job and in short rapid workshops. Initial actions to stop the escalation of debt were followed by the development of a sustainable approach to debt management.

Lacking direction, focus and structure in their approach to collections the team were overwhelmed by the task, resulting in poor motivation and felt defeated.

Processes in place were not detailed resulting in team members adopting individual working practices that resulted in duplication, confusion and inefficiencies. A heavy reliance on complex excel spreadsheets and no professional debt management tools to undertake the task resulted a challenge that was unachievable in a growing organisation



Action

- Get the team united
- Provide daily structure
- Develop visual management boards with clear daily, weekly monthly targets.
- Standardised processes and agreed ways of working
- Daily coaching the Team Leader focussed on communicating, expectations setting

01

People

Assessing capability and supporting development so that resource can be effectively optimised and engagement increased

02

Process

Established a list of non-value add activities; both administrative & repetitive work that could be removed through automation or delegation

03

Systems

Identified 'quick fixes' to the current system as well as recommendations for medium to long term solutions

The Outcome

The escalation of debt was stopped within 40 days of the programme starting, by the tenth week debt was reducing and a further two weeks later there was a demonstrable 40% reduction in overdue debt. This was delivered by the team responding to clarity of direction, structure, accountability of their actions within the newly designed processes including visual management tools. Inspired, motivated and proud they continued to maintain performance

40%

