

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

Costs to Serve Process Improvement

This medium sized utility company asked TICL to help them to reduce their cost to serve. As a growing company, they were keen not to grow their costs in line with their customers. They were looking to bring the outside in to take a look at their operations and identify creative ways to reduce cost. The additional challenge was to do this whilst maintaining or, where possible, improving the customer experience, as they were a top tier Which? Survey company and not prepared to compromise on the customer service experience.



The Challenge

Enlist a collaborative, cross functional team to generate ideas for cost reduction, focusing on costs to serve, whilst simultaneously maintaining or improving the customer experience.



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



Create a list of possibilities through process exploration to action the goals.



Assess, priorities and create a programme for the company to implement.

Understanding the processes was the key



Priorities

- Understand the process and what good looks like.
- Focus on customer service outcomes.
- Create a list of realistic actions for the company.
- Create an engaging process to empower employees



The Activity

We started with facilitated workshop to elicit the information we needed, asking questions about what isn't working and what stops the team doing a really good job. These initial exploratory workshops were followed up with short bite-sized session to develop understanding of all the ideas, test their feasibility and assess their impact. The following questions were asked:

- Does this improve or streamline current activity?
- What purpose does this action/process serve?
- Can the action be automated?
- Is there something new that can proactively reduce long term costs?

Collectively we developed a short programme of actions which were grouped into categories of deliverability and prioritised through the assessment of overall impact on the business.

The Action

A list of do-able activities that would drive tangible benefits for the business.

A clearly prioritised plan with estimated costs, timing and risk rating.

A set of tracking tools to manage and measure progress through the plan.

	Impact on People	Impact on Customer	Impact on Costs	Ease to Achieve	Priority Rating
Opportunity 1	+	😊	↓5	5	4
Opportunity 2	+	😐	↓3	1	2
Opportunity 3	-	😊	↓4	2	1
Opportunity 4	+	😐	↓5	3	3

01

People

Got to know the team and understood the processes and issues through their insights; developed in initial workshops.

02

Process

Established the list of activities in the process and considered if each stage could be improved, automated, or disrupted.

03

Systems

Identified the key issues and developed a visual system that grouped activities effectively and into an easily executable plan.

The Outcome

Senior sponsorship created high levels of engagement along with excellent communication, weekly working group meetings and clear reporting, ensuring we exceeded the original expectation of a 7% reduction in the cost to serve.



£392k

OPEX Saving



+ 20 ppts

ESAT Improvement



+ 11%

Efficiency Improvement