

## What was the situation?

For a large utility in the Northeast, we employed our **Strategic Operations Review** to understand why the Customer Services organization was unable to achieve the performance levels they had maintained prior to a catastrophic weather event. We discovered that they were not measuring and reporting the right information with which to make good management decisions, and several of their key processes and management systems had not been updated in recent years.

The problem was that even two years after a catastrophic weather event call center service levels were unacceptably low

## What was done?

We began by conducting an **Operational Improvement** assessment of the Billing, Collections and Customer Contact functions. Through a series of Kaizen sessions and in-depth analysis, we identified process and technology gaps and designed future state solutions to improve performance. We introduced a potential **Business Intelligence** solution to our client, which was ultimately implemented.

After the 8 month long project service level metrics have improved by 40% while productivity has increased by 25%

We used our **Call Center Management** approach to design and implement new customer services processes, technology, metrics and management systems. We developed a Business Intelligence platform that delivered more accurate and timely reporting to management, and provided the analytics for continuous improvement. We provided day to day **Change Management** support, including communications and supervisor coaching.

The entire project took eight months, and by the end of Month 8 service level metrics had improved by over 40% and productivity had increased by over 25%. We continue to support the client by providing, maintaining and updating their new metrics dashboard in a SaaS (software as a service) environment.