

CASE STUDY
ENDSLEIGH AND AZZURRI
COMMUNICATIONS

ENDSLEIGH ROLL OUT WORKFORCE MANAGEMENT

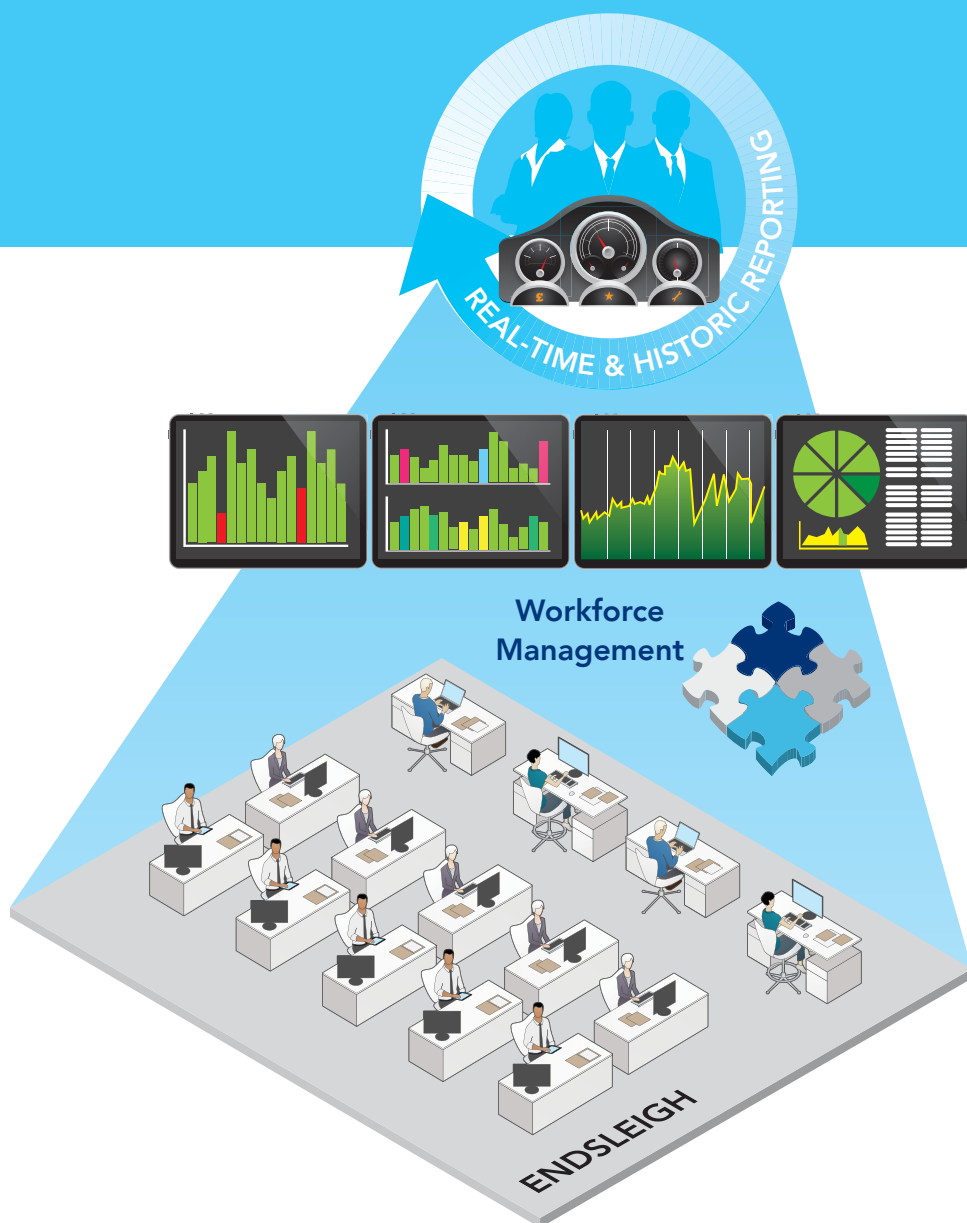


Endsleigh Insurance is a UK-based insurance intermediary specialising in the student, education and graduate markets.

It is wholly owned by Zurich Insurance and is the preferred insurance provider for several unions and professional associations.

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Phil Baker, Head of Operational Change,
Endsleigh Insurance



1. THE CHALLENGE

As an organisation that primarily serves young professionals and students, Endsleigh needs to offer the most appropriate communication methods for its customers. For these 'internet natives', this means a blend of self-service and agent interaction across multiple channels – webchat, email, telephone, SMS etc.

Aside from matching its services better to its existing customers, Endsleigh knew that offering the best range of multi-channel communication methods would be a key differentiator for the company in the long-term as people increasingly come to expect this broader range of communication options from the companies they deal with.

The company turned to Azzurri to map out the organisation's multi-year transformational journey to become a fully integrated, multi-channel organisation.

Prior to working with Azzurri the company recognised that existing resource planning could be much improved with better utilisation of contact centre resource and matching of agent skills to tasks, which would in turn significantly improve service to customers and increase colleague engagement.

While the business worked with well-established financial targets and forecasts, translating these into actionable day to day operational decisions or longer term projections was difficult with the current systems it had in place. A new overarching process was needed to maximise resource to achieve results.

The inability to more effectively monitor and analyse intra-day performance was preventing Endsleigh from making the right resource allocation decisions throughout the day.

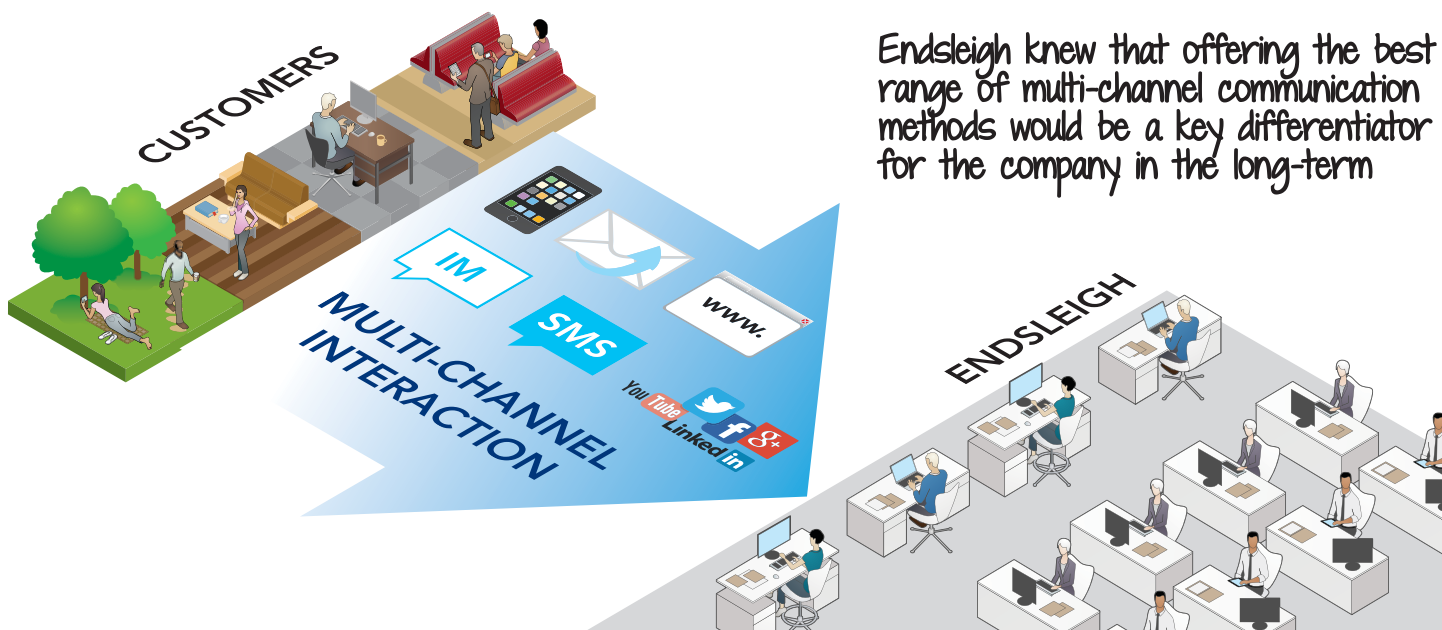
"Without a coherent view of call centre operations we were unable to put intra-day performance into context, which made both long-term planning and short-term decision making very difficult," commented Phil Baker, Head of Operational Change at Endsleigh.

"For example, without accurate historical data we could only guess if an increase in calls was

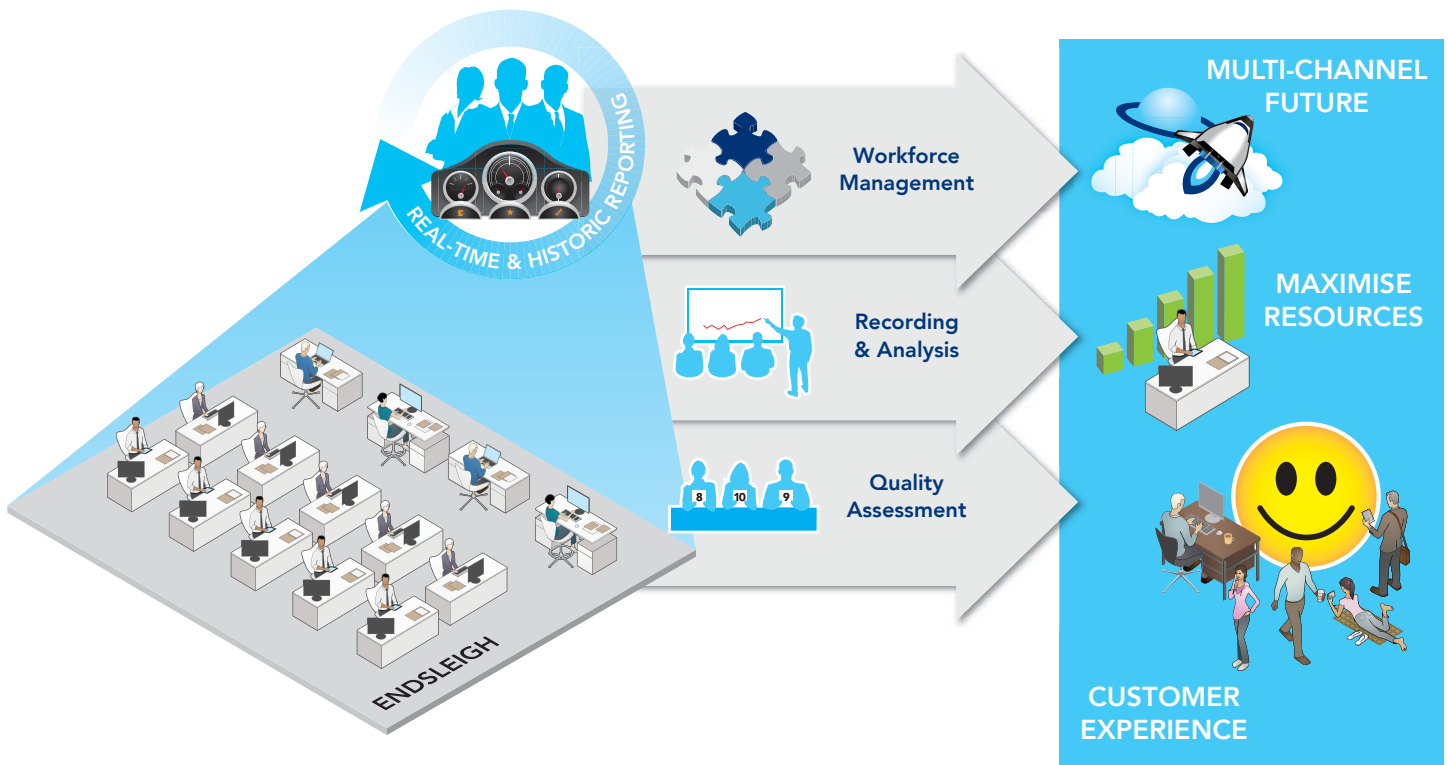
the result of a spike in traffic or something more serious. Only by analysing this information every day could we gain the context required to make the right decisions at the right time."

Resource planning in a contact centre environment has a huge impact upon colleague engagement and retention. Effective systems ensure that organisations avoid situations whereby "the few carry the many" and the consequences of this, something Endsleigh were keen to avoid.

By following Azzurri's advice to implement systems that would allow the company to more effectively plan, measure and evaluate contact centre resources, Endsleigh could see it would be significantly more efficient, be more able to react to changes in demands, improve engagement and ultimately be in a much better position to deliver the best, joined up multi-channel experience to its customers.



2. THE SOLUTION



After a detailed examination of the existing contact centre infrastructure, Azzurri proposed a Workforce Optimisation project based on the Avaya Workforce Management (WFM) platform.

With WFM in place, Endsleigh would be able to maximise the quality of the customer experience while getting the most value out of its contact centre resources.

It would introduce the capability to automate staff scheduling and holiday booking, provide real-time monitoring of service levels and agent performance, and better align resources as and when they are needed. Most crucially of all however, it would lay the groundwork for Endsleigh's journey to a multi-channel service organisation.

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Phil Baker, Head of Operational Change, Endsleigh Insurance

"Azzurri were perfectly positioned to advise us on the best workforce optimisation solution because they took the time to understand our business and the journey we wanted to take. They never bothered to offer us something that the business was not technically or emotionally ready for. This is what sets Azzurri apart.

It understands that companies take a P&L view on each and every project, and that value must be proven at every step to secure business support for the next phase of a project. They demonstrated this throughout the workforce optimisation project.

Azzurri does not simply install a system and move onto the next project, leaving the IT organisation with the difficult task of selling it into the wider business. It works with you to build credit in the bank of your organisation so that you can move onto even more ambitious and exciting projects."

3. THE BENEFITS

Endsleigh has received a number of benefits as a result of the WFM project.

£1.3M SAVINGS



- **£1.3m in operational savings through better resource allocation:** Since implementing workforce management Endsleigh is now able to better align the right amount of people to the right place at the right time in the most cost-efficient way possible. Forecasting is now highly accurate with less than 5% deviation. These efficiencies have netted Endsleigh with at least £1.3 million in operational savings alone without any impact on staffing levels.
- **Funded additional revenue growth:** The significant operational savings achieved have been successfully reinvested into the business to fund new revenue-generating activities. The project has therefore delivered on two fronts; cutting costs and delivering greater revenue.
- **Secured business support for change management projects:** Azzurri's diligence to demonstrate value throughout the project and the operational savings that were realised has helped the IT organisation to make the business case for continuous improvement and change management within the business.
- **Laid the operational foundations for Endsleigh to become a leading multi-channel organisation:** With workforce optimisation in place, Endsleigh now has the tools and data available to better plan its contact centre resources while having the flexibility to efficiently match the right agents with the right skills to tasks at the right time. Endsleigh is now proceeding on the next phase of its journey to building a successful multi-channel organisation.
- **Significantly improved processes which affect colleague retention, morale and adherence:** Significant improvements to the planning of resources has improved the distribution of agent workloads, ensured better use of appropriate skills and reduced the number of requests for last-minute overtime. Together with improvements to the holiday bookings procedure which have made the process fairer for everyone. There has also been a significant improvement in colleague turnover.



In addition to these outcomes that relate specifically to the WFM project, Phil Baker had the following comments:

"I have been very impressed with the engagement from Azzurri throughout this project. They understand our needs far beyond the technical capability and look at how a project will be received by the wider business.

Acceptance of a new process is always challenging, but is even more so when it is one that monitors colleagues as closely as workforce management does. Azzurri helped us to involve the workforce at the very beginning of the process so that they would be comfortable with the changes being proposed and didn't feel we were imposing a 'Big Brother' style regime to watch over them.

Azzurri helped our people to see the benefits that better planning would have on them, such as fewer last minute requests for overtime, a more even distribution of the overall workload and fairer holiday booking procedures. In contrast to initial fears that the new processes would be accepted begrudgingly, our agents are now real advocates for it!

"Working closely with Azzurri has significantly reduced the strain on our in-house IT department. They don't simply install systems and leave you to it - they are more than happy to do all the legwork for us to ensure every project is successful. The company understands the journey we are undertaking and the problems we are trying to solve along the way. I am confident that Azzurri is taking on all of our IT challenges and working with us to deliver our long-term goal of an efficient, multi-channel capability."