

Transform how communication happens in the business

See the ways in which a new desktop and mobile app is connecting people, focussing performance around one version of the truth and opening up a two-way conversation in the business.

Summary

Helping people feel involved is vital, especially in an outsourced contact centre with over 1,300 people across a variety of locations, shifts, clients & IT environments. The app is so successful because it meets fundamental needs, for both colleagues and the business, is constantly evolving and enables two-way chat. Proposed by an in-house developer, it's installed on every desktop and accessible at home and on smartphones. Championed by the Planning team initially, people can see their schedules & holidays and a 'one version of the truth' data warehouse now consolidates data from many systems to make performance stats immediate and easy-to-use. With almost 10,000 unique logins a month and a third of all activity outside standard working hours, people are engaged; it's become instrumental in delivering a positive change in culture.

Key initiatives

Vision and development

Fast becoming the go-to place for all information, the new user interface is quick and easy to use, a trusted source that provides standardised reports. Installed on an advisor's desktop and accessible from home on PCs, mobiles or tablets, it's intuitive for the younger generation (a large part of the workforce) but quick to learn for everyone. In-house development began in late 2013 and was focussed from day one on delivering a multi-platform system which can be used in and outside of the workplace, without the usual hassles of interfaces and remote access. Future-proofing has been built into the app with backwards compatibility to ensure no loss of functionality after upgrades released. RESPONSE have their own app store where people can get the phone/tablet versions of the software; users then login to use the app each time and it will time-out, so family members can't accidentally access data. "Always there when you need it" "Frees up time" "Really good" "Addresses a real business need" "Helps us to be the best we can be".

Changing behaviour is inspired by the app's functionality

Implementation has facilitated steadily evolving behaviour within the organisation; the design of the user interface inspires this, as advisors and managers appreciate the benefits it offers them. Functionality continues to be introduced on a rolling basis – meaning updates add additional value throughout the business. As well as providing access to key information for everyone, from CEO to advisor, the internal messaging system (the 'Engage App') is extremely popular and widely used. Previously, people could feel out of the loop; in one contract advisors didn't have access to emails. Now, teams get information about what is happening. They can also comment, ask questions and, increasingly, answer each other's questions within the team. It's been a 'wow' experience for the CEO as well; 'Ask Brian' was implemented from the start. Advisors have been able to see their shifts and payslips. They can also request holidays, shift changes and time off, with time for approval reduced from 3 days to 24 hours. The Planning team has encouraged usage of this function, with many advisors accessing the app at home. Some teams saw a reduction in absence and it was really useful in moving advisors between

RESPONSE
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"It's bringing the business together ... the big enabler for our people."

Brian Bannatyne,
CEO

"I've found it hugely beneficial. The app saves us a lot of time – always there when you need it, but you never feel tied to it. It is flexible on mobile platforms and easier to use than Twitter."

Claire Blessing,
Operations Manager

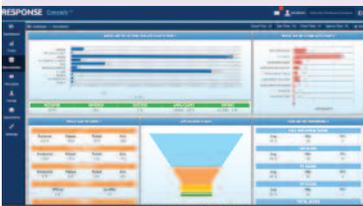
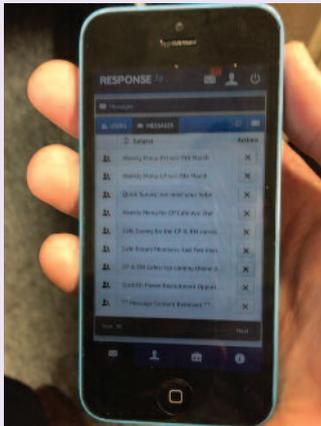
"I log in to the app from home. I can't help it; I love the app. I want to be able to stay in touch with updates."

Natalie Sewell,
Contact Centre Advisor


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Results

- 6% rise in employee engagement scores
- Time to process holiday requests and shift changes is reduced from 3 days to 24 hours
- 2.7 million messages have been sent with the app in 15 months
- 10,000 unique logins a month, with a third of all activity occurring outside standard working hours



“Much faster for us to get updates ... the quality of my work has improved.”

Kieran Keen,
Contact Centre Advisor

“I’ve never seen anything like this in 20 years in business. From an operations perspective, it is phenomenal.”

Caroline Brown,
Business Standards Manager

campaigns, with two-way communication. The expanding functionality means managers get immediate access to information they would have previously had to search for. On recruitment, for example, it’s now possible to see the relative effectiveness of different channels and this has enabled changes in approach. “Message function is great” “Easy to organise a team night” “Ratings show what’s important” “Much faster to get work updates” “I can see my shifts 4 weeks out” “Do it outside work now”.

Making performance personal

The release of advisor performance metrics within the app in January 2015 was a major milestone for the business. The app is now allowing advisors, as well as managers, to see how they are doing; part of a balanced scorecard approach to managing the contact centre. Behind the scenes, a new data warehouse amalgamates access to many disparate sources of information, such as NICE workforce management, the intranet, HR & payroll. With easy access, the app has become a unified, overarching system for RESPONSE. Effectively, it is starting to open up a two-way conversation for the organisation, feeding critical information on advisor performance to the management structure, while also providing a valued performance feedback loop for advisors, as they begin monitoring their own performance and actively attempt to improve it. Real-time access to metrics, plotted against financial performance bonuses, is demonstrably a big driver of positive behaviour. Colleagues fundamentally want to know that they’re doing a good job and the information required to judge and achieve this is now at their fingertips. “You hear people talking in the canteen about their performance” “The quality of work has definitely improved” “People get the support they need” “Everything I need is now in one place” “Identifies pinch points”.

Engagement: the communication channel of choice

Since the roll-out, there has been a hugely positive culture change, as people feel more connected and teams start to assist each other on a daily basis – vital in overcoming the challenges that arise in an outsourced operation with such a variety of locations, shifts, clients & IT environments. Many advisors already express the view that the app has become fundamental to their daily work, a key goal of the project. For some it’s a significant pull factor in staying with RESPONSE. The completion of weekly employee engagement surveys has tripled and even early in the rollout had supported a 6% rise in engagement scores. Above all, the internal messaging has made the app the communication channel of choice for employees. “There’s is an overarching family feel” “Really beneficial” “I really like seeing the banter” “A big plus in staying here”.

“I would miss it if I went elsewhere.”

Martin Burns,
Contact Centre Advisor

“The app has enabled us to deliver a personal, real-time, accessible journey.”

Matt Brown,
App Programmer

“Very successful in getting everybody actively involved.”

Stephanie Walker,
Team Manager

“We could never have dreamed of a system this efficient in previous organisations that I’ve worked for.”

Craig Kelly,
Planning & Real Time Manager

“What we can do with this app is limitless. The biggest issue is ensuring that it grows gradually ... The app changed how we recruit in terms of knowing which channels and partners give us the best results.”

John Goodram,
Director of Technology

RESPONSE provides outsourced contact centre services and software solutions, with over 1,300 employees working across a variety of clients, locations, shifts and IT environments. Clients include the Student Loans Company and Scottish Power. The app integrates information from NICE WFM, the intranet, HR & Payroll systems. It is installed on desktops at work and accessible from home on smartphones or PCs.