

2020 Vision brings strategy to life for everybody

Making strategy clear & simple has engaged people. See how it's released talent in the business, cut cost-to-serve 16%, delivered exceptional customer experience & driven continuous improvement.

Summary

Discover how a group of talented people have been energised by university-accredited Learning Academy, part of a wider transformation that's delivering vital business benefits at InterCall, the world's largest provider of conferencing & collaboration. The management team demonstrate how you don't need a big budget to bring strategy to life. The 2020 Vision has engaged teams in 'breaking the mould' around three 'rings': People, Quality & Customer. All initiatives & changes are rigorously assessed for strategic fit, using the new IMPACT tool. The change in culture is delivering exceptional customer experience and InterCall has seen record-breaking performance in 2015. NPS rose to +51 in the peak period, over 90% of inbound channels exceed service targets consistently each month, employee satisfaction is up 35% & external staff attrition dropped 15%.

Key initiatives

Strategy: a simple direction builds deeper understanding

The market for voice and video conferencing is constantly evolving, and InterCall now competes in niche markets against other industry leaders. The leadership team began to engage employees in change via strategy sessions, looking ahead to 2020. What technology? How will people want to work? What skills are needed to support this? Everyone understands that change is important and how they can influence this. The vision focussed energies across the business on three key enablers: Right People, Delivering a Quality Service & Delight the Customer. Everything that is communicated always links back to these 'three rings'. Based on feedback, the management team create a quarterly e-book, to update progress on the strategy, and host a bi-weekly all-business dial-in, where they share business performance and updates. "It's very competitive now" "What makes us different is the service we provide through our people".

Customer Experience: engage people to make the difference

What differentiates InterCall from their competitors is people and how they communicate with customers. Engagement is a priority and role design was improved, growing empowerment and role interest. The colleague survey is run every six months, but an activity around it is incorporated in every team meeting, not just before or after the results are published. Each team creates an action plan which is owned by them; common themes are created and then tied into the three rings. Some teams have newsletters, some teams share at meetings, whatever way works for each team is the key. A 'Dragon's Den' is run annually for new 2020 ideas. Every entrant gains training on presentation skills and how to build a business case, before presenting to the 'dragons'. So far 14 ideas have been or are being implemented. Employee satisfaction (ESAT) scores rose 35%. By engaging people in making changes happen, they feel they've been designing their future. People get nominal rewards (red stress ball, red lanyard) for contributing a 2020 idea and competition is tight! Even the floor layout has changed to help engagement, with new breakout areas and meeting rooms on every floor. "When we focussed on ESAT attrition fell by 15%" "Dragon's Den shows how you can make things happen" "Not everyone's had a change adopted, but everyone will know someone who has."



"We are in a competitive market ... what makes us different is the service we provide through our people."

Robert Tuck,
Director of Workforce Optimisation

"If you are not learning, managing, coaching, inspiring or improving, what are you doing? It's great to see staff helping to shape our future."

Paul Hogg,
Director of Operations

"We are approached about changes and asked our view, not just told. I feel really included. There's a massive focus on improving everything - and communicating."

Kelly James,
Operator

"Training helps people to create their own opportunities ... we spend our money wisely."

Bev Webb,
Director of Shared Services



Raising Standards in
Customer Operations

Results

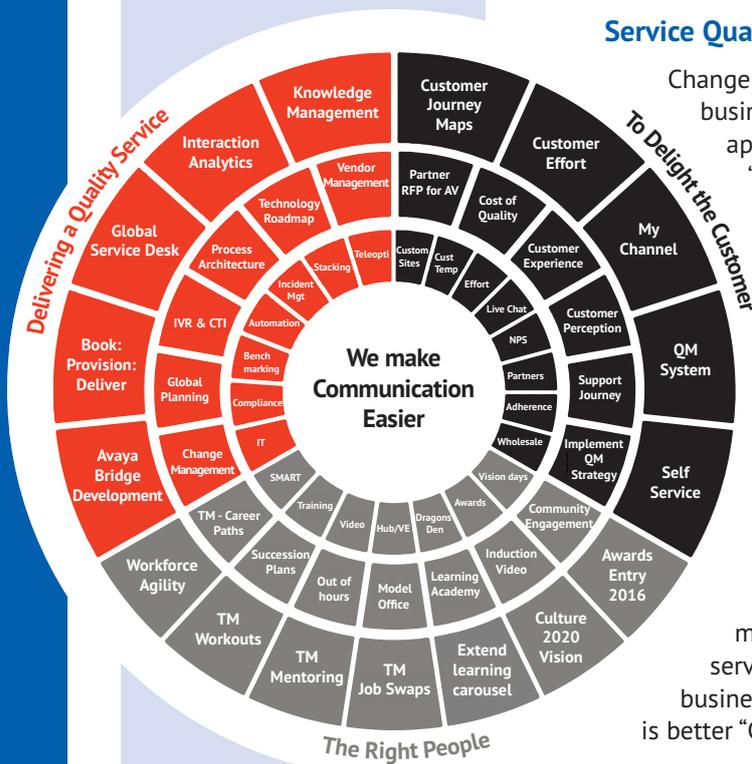
- Cost to Serve down 16%
- ESAT up 35%
- NPS +51 in Q4
- 98.5% quality for all of 2015
- 40+ graduates of University Accredited Learning Academies since 2014
- External staff attrition cut by 15% in 2015

People: accredited learning academies, uncovering talent

People are a top focus for the business and the new Learning Academies are accredited by Ulster University, partners with The Forum. People learn everything, from leadership skills, project management skills, future technologies to forecasting and scheduling. All academies are run out of core working hours, which is totally accepted, and delivered by members of the leadership teams. Everyone who attends the academy is required to apply, as places are limited. Following the completion of the course there is a black tie graduation ceremony. Half of the first graduates have been promoted since and InterCall is spending £100k less on recruitment. Pictures of graduations in the local press mean more people now want to come to work at InterCall. More academies are planned for 2016 and competition for places is adding to the appreciation of their value. "Helps us create our own opportunities" "I completed the leadership course and I am now a team leader" "The leaders are giving up their time, so why shouldn't we?"

Service Quality: delivering tangible results

Change has happened or is taking place in every area of the business. For instance, the planning team has changed their approach to how they work with the operation introducing a "kick-start" meeting and providing them with data to make decisions that deliver a quality service, which has direct impact on customers. As a result, teams have increased consistency achieving 39 out of 42 customer service levels across phone and email. Also, the business improvement team introduced IMPACT, an improvement assessment tool, pushing all projects, initiatives and change through a rigorous process to assess their strategic fit. This is starting to enable a structured and objective conversation about priorities. Continuous improvement, process changes and a significant change in culture have led to impressive results. Cost to serve is down 16%, 98.5% quality was achieved throughout 2015 and NPS reached +51 in Q4. People feel empowered to make their roles more interesting, in turn delivering quality service to their customers and helping the bottom line for the business. "Working on processes is great fun" "It means everything is better" "Change is now normal".



"Now we get EPS scores in team meetings and see customer feedback. We get to learn what customers think went well and what needs improving, we then work on this for next time."

Kelly James,
Operator

"Everything we do is around the 2020 wheel – it gives us direction. People have hidden skills that we have uncovered ... it's amazing what they have delivered."

Nat Kirk,
Call Delivery Team Manager

"We now really understand the causes of our issues. We knew we had amazing capabilities in our staff, we needed to show how we were investing in them."

Helen Ginman,
Senior Director of Operations

"Demonstrating we are listening is the key."

Kate Oakes,
Senior Manager Training & Development

"I make decisions on what's best for staff and customers, the kick start meetings really help ... my vision is to deliver as much variety in job roles as possible."

John Bottomley,
Senior Manager Operations

"We gave people a platform to put forward ideas."

Jo Smith,
Event Co-ordinator

InterCall, a subsidiary of West Corporation, is the world's largest provider of conference & collaboration services. EMEA Operations give 24/7/365 support to customers globally, from sites in Gloucester & Croydon, with 80,000+ interactions a month including inbound calls, e-mails and event management. InterCall uses an Avaya ACD, Salesforce.com for email/case management & Teleopti WFM.