



# Comspective

## Customer Service Strategy

### Case Study

### Largest UK ISP

## Situation and Challenges

The CEO openly acknowledged that when the ISP launched their free broadband service they were overwhelmed with the phenomenal demand and many of the “hundreds of thousands” of customers who signed up and were plunged into a customer service nightmare. As a result, the CEO had publicly pledged to resolve the problems and provide an improved, acceptable service.

The customer service operation had been under massive pressure and had grown very fast due to the pace of internal growth and business acquisitions. There were circa 3,000 people working across 3 geographies (India, South Africa and UK) at 12 different sites. A team of consultants were engaged in 2007/8 to deliver the CEO’s pledge.

## Approach

The Comspective team did not find any problems they hadn’t experienced before, but this was the first time they had experienced all the problems together in one business. Given the scale of the challenge, it was decided to initiate a 15/18 month major change programme and manage the operation as such, until it could be classified as business as usual.

The key team consisted of:

- Customer Service Director to manage strategy.
- Process and Policy Director to undertake root and branch review of each and every process and policy.
- Director of Back Office and Operational Compliance to ensure customer queries and complaints were professionally managed and OFCOM requirements were met.



- Head of Change Management to ensure any business changes were carefully thought through with particular emphasis given to the impact on the staff and the customer.
- Head of Training and Development.
- Head of Workforce Management to review what activities should be handled across all sites to enhance service delivery and effectively manage cost.
- Head of UK Contact Centre Operations to manage service and technical contacts for in-house and out-sourced centres.

## Results

This was one of the largest business improvement/change management programmes Comspective had undertaken and detailed below are some of our key achievements:

- Moulded a cohesive programme across the business.
- Undertook an extensive review of processes and policies and developed customer friendly and cost efficient processes.
- Undertook a review of systems to support customer management and introduced a number of new systems.
- Developed new training material for all activities.
- High focus on change management.
- Within several months the team was able to achieve the customer service performance metrics that are not just internal service measures, but also widely used within the industry and by OFCOM.
- Customer Credits reduced by £1m in Quarter 1 2008/9 and were on target to save £4m for the financial year.
- During the programme the ISP's management team delivered a 75% improvement in the customer Net Promoter Score and there were significant improvements with first time fix and first call resolution performances.
- The ISP was voted by uSwitch in 2009 as best value fixed broadband provider and in the JD Power survey.

The necessary planning was undertaken to amalgamate the ISP's customer service operations, which was implemented earlier the following year.