Roadmap Toward Operational Excellence

Success Story

Piotr Machowski
Acting Chief Operating Officer, UPC Poland

6th Customer Contact 2012 Europe, 11th June, Amsterdam
6th Customer Contact 2012 Europe, 11th June, Amsterdam
Piotr Machowski, Acting COO, UPC Poland
Roadmap Toward Operational Excellence

**Key Take-Aways:**

- An example of an effective Innovation Program for employees
- A practical framework for using voice of customers and closing the continuous improvement loop
- A case study of a BPM technology that helped to improve customer satisfaction and decreased operational costs
Liberty Global the second largest cable company in the world

- 33.2 million homes passed
- 19.5 million customers
- 32.8 million services (18.4m video, 8.2m internet and 6.2m telephony RGUs)

LGI Annual Report 2011
Agenda

✓ An example of an effective Innovation Program for employees

✓ A practical framework for using voice of customers and closing the continuous improvement loop

✓ A case study of a BPM technology that helped to improve customer satisfaction and decreased operational costs
Simplified business process model
Improvement design and building blocks

Operational Excellence

- Feedback from customers
- Involved employees
- Enabling IT technology

Customer Centric Culture
Voice of Customers

This you know from internal KPIs

This you may know from your customers
Satisfaction Research Processes in UPCPL

- Started in April 2010
- In operation since Nov 2010
- 3 processes:
  - **Listen** – select customers, ask for feedback
  - **Close the Loop** – identify complaints left in feedback
  - **Act** – analyze feedback, pass results to CSRs, look for trends and root causes, recommend, approve and implement improvements
The research process

• Every day measures 5 Customer Services processes at UPC-PL (transactional)
• Once per month measures overall satisfaction of UPC-PL customers (relational)
• 7000 – 8000 of answers every month
• E-mail/www and IVR
• Automated
• Third release of process
Identify and fix errors

• Every feedback left by customer is analyzed by quality consultant
• Every complaint is picked-up and queued in Complaints Management Process (same as for traditional CS contact channels)
• Complaints processing is monitored
• Every feedback is categorized (tagged)
Pass feedback to CSRs and managers

- All results are delivered to supervisors weekly (split by teams) and used for coaching; customer feedback is passed to front-line CSR “responsible” for contact.
- All results are analyzed by Quality Assurance Team specialists. Monthly report is presented to CS directors together with recommendations drawn from the analysis.
Customer comments – categories

- Paleta usług [Poz]
- Paleta usług [Neg]
- Problemy techniczne [Neg]
- OBOK [Neg]
- Instalacja [Neg]
- Instalacja [Poz]
- Kontakt z UPC Ogólnie [Poz]
- Cennik koszty [Poz]
- Promocje [Neg]
- Cennik koszty [Neg]
- Kontakt z UPC Ogólnie [Neg]
- Proces sprzedaży [Neg]
VoC – technical overview
Voice of Customers - lessons learnt

To do:

1. Make it simple – max 5 questions. Ask open questions.
3. Design the back-office process (analysis and complaints).
4. Share customer verbatim feedback. It is powerful.
5. Communicate your findings and successful improvements.

Don’t do:

خدام Set up a program without senior management support.
UpDown Setup questionnaire without business process owner.
UpDown Ask too many customers for feedback.
Involved employees
Involved employees – innovation program

In 2006 we launched an Innovation Program „I have an idea” for all UPC employees.

Results up to date:

- **2705 submitted ideas**
- **365 rewarded (13%)**
- **321 implemented so far**
Participants

- 41% of all employees came up with at least one idea, many employees with several.
- Customer Care personnel submitted 87% of ideas (and no wonder, they know best what customers’ pain points are...).
Categories of implemented improvements

- Customer Care processes: 73
- IT Systems: 81
- www.upc.pl: 39
- Products: 36
- Billing & Collections: 20
- Installation & technical service: 18
- Administration: 17
- Other: 10
Gathering opinions
Preliminary review
DECISION

COMMUNICATION ABOUT WINNERS
REWARD
IMPLEMENTATION

Sponsor
Project Manager

Back Office Team
Managers, Specialists
Committee

UPC PL Intranet

UPC employee

Rules and regulations
Innovation Program - lessons learnt

To do:
1. Provide fair evaluation, financial rewards and recognition.
2. Build a team that manages program.
3. Design the back-office process.
4. Identify business sponsors.
5. Encourage feedback and listen to your innovators.

Don’t do:
:any_cry: Set up a program without senior management support.
:any_cry: Let people wait long for any feedback on their ideas.
:any_cry: Manage implementations in an ineffective manner.
Enabling technology
Enabling IT technology – BPM platform

Why Business Process Management platform is enabling:

- Requires business discussion about process before development begins
- Automates routine functions
- Enforces standard processing of every case/incident/iteration
- Helps process owners to take ownership of their process, e.g. provides instant process metrics (KPIs)
- Is relatively easy to change (frequent process improvements)

Almost any workflow enabled tool will provide those benefits.
BPM implementation – correspondence

Before:

- Old correspondence handling system, expensive to maintain and to modify, performance problems
- Information about handling ‘hidden’ in silos
- Almost no metrics

After:

- Redesigned correspondence handling process, agreed KPIs
- Information easily accessible for all CSRs
- Instant access to process metrics (manager & CSR level)

Result:

- Complaints handling time decreased by half
- Retention process triggered automatically
Email recognition system – success fee

Before:
- Email registration manual, delays, errors, increasing cost
- Delayed handling due to missing information

After:
- Brand new technology, young and academic vendor, no good criteria to approve delivered solution
- **Significant % of payment after business goals are met**
- Smooth cooperation despite change of requirements and schedule overrun by 100%

Result:
- 98% of incoming mail properly auto-recognized
- Email handling time decreased by half
Enabling IT solutions: BPM - lessons learnt

To do:
1. Use process-aware tools to improve your processes.
2. Prepare for changes.
3. Share success criteria with your vendor.
4. Review business process before building requirements.
5. Start with business area which is ready for change.

Don’t do:
- Use most sophisticated tools from day one.
- Let “traditional” IT personnel to manage BPM project.
- Underestimate growth of volume of transactions.
Improvement design and building blocks

Operational Excellence

Feedback from customers

Involved employees

Enabling IT technology

Customer Centric Culture
Thank you for your attention

Questions?

Piotr.Machowski@upc.pl
+48 600 488 592