Nationwide’s regional brands wanted to develop a consistent, transparent approach to back office optimisation, managing volume throughput and the performance management of staff by implementing core management behaviours that underpin the achievement of high performance.

As commercial aspects of financial services are increasingly challenging to achieve, there is a need to remain competitive through balancing operational capability and capacity against acceptable cost.

This was the driver for the programme’s main objective - to achieve consistency across all areas of back office processing and customer contact operations to:

- Enable effective forecasting and resource planning
- Achieve service and performance improvements and
- Generate a truly productive and efficient processing function that can be both flexible and scalable

Pre-merger the regional brands had evolved using very different working practices and cultures. Nationwide wanted to deliver balanced success in terms of increased capacity and enhanced customer service, ensuring that staff were appropriately developed to be the very best they could be.

"When customers call to check on the progress of their application, we can now see exactly where the back office is in processing an application, and can tell the customer there and then. The process really enhances the customer experience."
Solution

All tasks and paperwork were replicated in the eg operational intelligence® software suite. This allowed back office and call centre staff across the Cheshire, Derbyshire and Dunfermline to have a real-time view of performance as well as the ability to look up customer files and information instantly, thereby saving time and improving the customer experience.

Teams undertook training in the eg principles of operational management® which showed Team Managers how to review performance through the use of the real-time Management Information provided by eg’s software. It is these principles that enable pro-active work allocation based on available skill. Daily planning and feedback sessions ensure that individuals know what is expected of them each day and progress can be tracked at individual and team level.

These results were recorded mid-project and show the immediate impact the implementation had on throughput and how service and quality improved significantly despite the transition period.

• Start position 900 hours of work
• Throughput of work remained high consistently clearing more work than received daily
• Increase in Service and Quality - Adherence to SLA’s

Results

The best practice operational management principles delivered a consistent, transparent approach and the means to continuously improve staff performance, team morale, service quality and the achievement of positive customer outcomes. The eg operational intelligence® software suite provides a real-time view of capacity and resource utilisation to allow formalised resource sharing to take place and facilitate team skills development. The whole business now works to one consistent operational framework. Benefits include enhanced capacity, skills utilisation, unit time reduction and reduced dependency on temporary resource:

• The forecasting functionality within eg’s software means that the time spent on planning has been significantly reduced whilst bringing together key business functions
• The introduction of consistent SLAs helps the teams to monitor task and process performance and highlight where improvements need to be made. The teams now work to an average of next day processing
• A robust quality framework enables checks to take place before and after something is sent to a customer; beneficial for the management of risk and control
• Fact-based MI helps develop skills, identify training needs and support the evolvement of continuous improvement opportunities.

Next Step:
Contact us for more information on how eg can guarantee improvements in your back office on +44 (0) 1785 715772 or email ask@egoptimize.com