

Bellcom, based in Glasgow City Centre, is a leading provider of outsourcing solutions with vast experience in contact centre services including: Outbound Sales, Account Management, Appointment Setting / Lead Generation, Inbound Sales & Service, Email Marketing and Consultancy.



BELLCOM

Lean Team

David Cameron – Operations Manager
Martyn MacDonald – IT Manager
David MacKay – Quality Manager
Dave Adams – Facilities Manager
Kevin Brown – Management Accountant

Lean Project Objective

The company was aiming to change the thinking throughout the business and introduce Lean management methodologies to present and future processes, with a focus upon:

- Improving the quality management system
- Improving client support systems
- Increasing campaign revenue throughout the business

The team began to analyse areas within the company highlighting the essentials within each role and identifying areas that are open to change.

Utilising Lean Tools

Key tools used during the project included

5S – Workplace organisation

The team introduced a plan to implement 5S

Ishikawa diagrams

The team organised root cause analysis thinking on Ishikawa diagrams focusing on Clients, Education, Systems, & Effective Coaching

Pareto analysis

The team discovered that 80% of onsite coaching time was spent reviewing calls. This gave a visibility of activity to support change and improvement.

Lean Analysis within QA

Reviewing calls on various campaigns demonstrated process wastes

- Time consuming
- Many steps in the process

- Low levels of coaching development
- Lack of cost information
- Poor communications between QA and Sales
- Poor action planning for on-going improvement

Lean solutions were introduced which included home workers reviewing calls and uploading call scoring on the internal infrastructure, and QA specialists focusing more effort on coaching. Campaign managers will be supported through development plans, enhanced training and visible performance management.

Business Benefits

Data recording has highlighted the following benefits

- Home workers more productive at call monitoring allowing onsite workers to increase coaching resource
- Increase call monitoring by 100% from previous levels
- More information is being learnt about clients
- Improved consistency in call scoring
- On site specialist resource freed up for use on more added value activities
- Quality monitoring is now an integral part of each campaign
- Higher internal awareness of quality standards
- Increased confidence from clients in our processes
- More time available for continuous coaching leading to improvement
- Improved support to campaign managers
- Higher levels of job satisfaction
- Potential for increased revenue

Implementing Lean

Bellcom have been active agreeing responsibilities for the new process, setting process targets, laying down the foundation for benchmarking and creating the internal infrastructure for full implementation. The new process is expected to deliver a revenue generation of £4,000 per agent, with pre project analysis showing a revenue generation of £3,250 per agent. This represents a 23% improvement with an annualised value of

£90,000. The team are also expecting to increase the call quality score through coaching from 86% to 90% by the end of the year

Future Lean Thinking

The project does not stop here as the team are now engaging in forward activities to include:

- Highlighting "Lean" business successes to a wider audience
- Rolling out changes across the business
- Implementing new processes documentation for new clients
- Improving training materials for on-going continuous improvement

Environmental benefits of "Lean"

With lower material usage, lower levels of waste and more effective use of resources Bellcom have identified some key "green" benefits

- Higher use of "Home worker" resource reducing fuel consumption and emissions
- Less printing throughout saving £1,100 per annum
- Electricity cost reduction of £2,500 per annum
- Reduction of 28,000 miles per year in travel
- Reduction of 20 tonnes in Co2

Future Environmental Activity

- Further reduction in electricity usage
- Introduction of recycled paper for internal activities
- Introduction of "Green awareness" tips for all staff
- Reduction in use of plastic cups
- Investigation of using solar panels

"Interesting, informative and practical course that makes you positively evaluate processes to grow your business."