

CAPITA



Insight & Improvement Sprints

A data specialist force to drill down to actionable customer insight and solve business headaches fast when it matters – driving loyalty and revenue for your brand.



When a client cannot fully understand a customer problem or needs strategic support in deciding on which channels to invest in, our dedicated team of experts will examine the data and come up with a proven solution. The answer could be rolling out training, creating innovative technology or investing in a new digital channel – it all depends on the client and the problem. The end result is that – in a matter of weeks – the Capita team of experts can improve operational excellence, transform customer experience and drive value beyond the contact centre.

It can be hard to see how to solve long-term operational challenges like high AHT or difficulty hitting customer-centric business KPIs. The difficulty is exacerbated when timelines are tight - during peak sales periods responsible for 60% of a client's revenue, or during a key product launch when a twitterstorm is developing. As a result, clients are increasingly using Capita's Sprint Teams as an efficient, rapid solution to problems.



The UK's biggest bookmaker needed a fresh pair of eyes to gain greater visibility on customer issues around the launch of a their new mobile App and having an impact on the brand. Betting customers are notoriously fickle. Capita's Sprint Team were 'helicoptered in' and quickly configured multiple data feeds to establish the cause. They analysed and cross-referenced all data sources and established it was a software issue that needed fixing. Management were able to implement a plan to improve efficiency and internal processes to reduce the impact and steady the ship.

William **Hill**

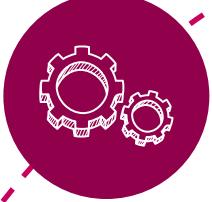


Our Sprint Team can be 'helicoptered in' at short notice. A small team of highly qualified data scientists and insight experts who use the latest tools and techniques to work rapidly alongside your own teams. They come with a fresh pair of eyes – typically our teams take a matter of a few days to a few weeks to establish the root cause of the problem and implement an outcome-based solution. We will be measured by these outcomes. The confidence to do that comes from leveraging 40 years of call centre experience with 100million contacts a year in every major vertical - experience that makes diagnosing the problem and implementing a solution significantly faster than in-house teams can manage.

We go beyond the operation...

In today's market with more savvy consumers hopping between digital and traditional channels to complete their journey means our clients are constantly needing to evolve their strategy to invest to help reduce cost to serve, increase revenue and drive profitable growth. As your strategic partner, we share these same goals. We understand making the right decisions can be a challenge. This is where Capita's specialist team can help. If it's a move to self-serve or a shift to digital or proving a business case for a new sales- through- service business model, we'll solve it.

As data experts, our team love data, in fact they thrive on it. The more data from multiple sources, the better the results! But it is also our operational excellence, which is the bedrock where we've built a strong analytic capability. That means our team will know what they are looking for and how to interpret the data. The intelligent actions from our team of experts will support channel shift and help reduce costs and drive loyalty and revenue.



How do they do it?

Our Sprint teams deploy rapid diagnostic tools, and an extensive suite of benchmarks and methodologies that have been rigorously tested in the market to accelerate results in just a few weeks. Insight & Improvement Sprints draw on the whole range of our capabilities, but we routinely using the following elements as a core set:

- Lean Six Sigma Methodology
- Effort & Emotion Mapping
- Decile Management
- HyperCube
- Insight & AnalyticsToolkit



What is it?

A proven improvement methodology, to optimise processes and solves problems. Through Lean identification of waste in the contact centre and statistical driven solutions

How is it done?

Six sigma follows the DMAIC rigour, where to ensure a successful outcome each phase has to be completed
Lean is a by-product of Six sigma they work in conjunction to remove waste and to optimise process



The Sprints

Over a short period, we would typically use a team of 3-4 experts – Insight and Improvement specialists and data scientists. If the end goal is to improve a specific KPI, they will produce a plan to reduce AHT by 10-15% for example. Typically the whole Sprint can take a couple of weeks depending on the complexity of the issue.

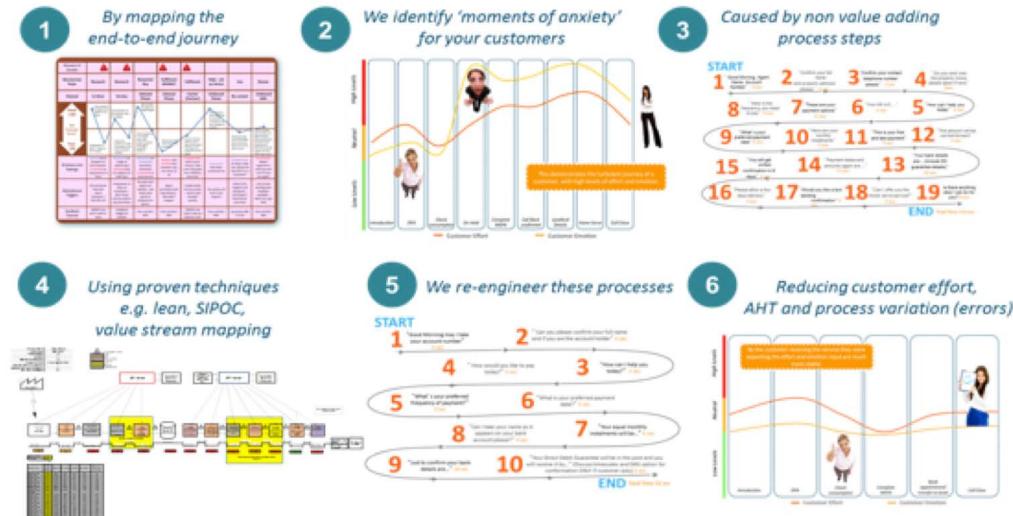
Insight Sprint: If there is a large volume of data that needs analysing, it would be an Insight Sprint. The Insight team are qualified and experienced data scientists who will deploy a sophisticated Insight & Analytics Toolkit. They use tools like HyperCube, decile management and Capita developed statistical models. They can turn big data sets into actionable insights.

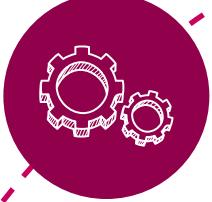
Improvement Sprints use teams who are Lean Six Sigma trained. These teams will define and deliver the improvement strategy, policy and architecture. They will deliver a step change in service measures through a structured programme of improvement activities and projects, developing a self-sustaining continuous improvement culture.

The Tools

Effort & Emotion Mapping. We map the customers' end-to-end journey, within the context of the contact centre operation, through a specific process or transaction and identify moments of anxiety and which elements of the process have unnecessary steps or require excessive customer effort. Are they adding value or can they be taken out? Using proven techniques like Lean, SIPOC and value stream mapping, we re-engineer existing processes. The results are AHT and customer effort are reduced. Processes become more efficient. This is highlighted in the diagram below.

Measure customer effort and reduce it whenever possible





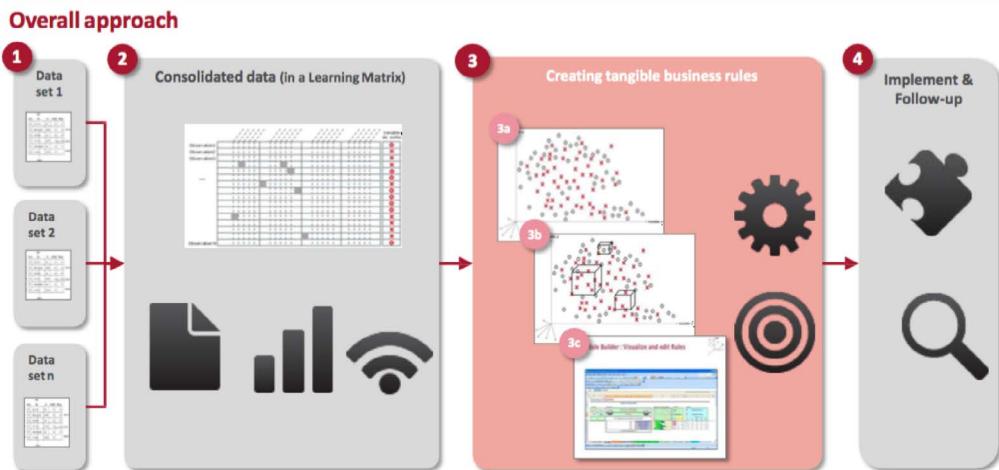
Decile Management – looks from the top-performing decile (i.e. top 10% of the agents) and analyses against the other lower deciles, down to the bottom 10%. A 'Shift' means the team need to address agent improvement. A 'Spread' will involve improving processes. Our team will draw up an action plan with a business outcome, for example, improving operational efficiency through identifying value contacts and channel shift. Action plans vary depending on the type of KPI, the number of agents and specific processes that need to be improved.

HyperCube – This is an award-winning, state-of-the-art tool designed to find directly applicable solutions specific to your business needs. Based on 20 years R&D, it is a unique root cause analysis tool capable of processing huge quantities of data.

HyperCube works on data from the bottom up and rapidly reveals risk and opportunities previously undetectable by traditional methods. It has a proven ability to explore every possible hypothesis across unlimited sets of variables. It can locate 'hot spots' of significant data clusters and can make quick and accurate predictions.

Our data scientists work with the outputs from Hypercube and deliver actionable insights in plain English, not just statistical jargon.

This diagram shows how HyperCube generates actionable insights for the business through powerful, intelligent analytics.



Text Analytics Toolkit is a key tool that analyses the verbatim comments left by customers in Customer Satisfaction Surveys. Previously unstructured and intractable data –but represents the true voice of the customer. It categorises key words and phrases: for Example if a customer complains that a delivered product is 'damaged' it will pick out that word and associated words and categorise under 'Delivery'. We continue to refine evolve our taxonomies using machine learning combined with our sector-specific expertise. Their artificial intelligence is constantly reading and evolving, to give you a future-proof solution.

Driving Innovation

These Insight Sprints can also result in a new tool being built. It is a mechanism for new innovation for us and our clients. For example for key retail clients like Debenhams, many of their issues will be at peak sales around the deliver of customer orders. The analysis derived from that can then be cross-pollinated across the sector/industry. New innovative tools can and have been created from this process – these tools will benefit our clients.

The net net

We can take a strategic and holistic view of your business and help you get to where you need to be in the market place and against your competitors. We are a strategic partner backed by operational reality and real customer data. Our teams are fast because they are proven experts, intimate with the challenge. We use proven agile techniques rigorously tested in the marketplace to accelerate results in a matter of weeks. Our results can be measured so you can be assured of results. As a sign of our appetite and confidence to deliver we will contract against business outcomes.



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As the UK's leading provider of business process management and integrated professional support service solutions, our 73,000 dedicated staff across the UK, Europe, South Africa and India help make processes smarter, organisations more efficient and customer experiences better. We unlock value by applying talent and technology for you, your organisation and our communities.

Capita is quoted on the London Stock Exchange (CPI.L), and is a constituent of the FTSE 250 with 2016 revenue of £4.9 billion.

Further information on Capita can be found at:
www.capita.com