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Dave Bowcock, Operations Director, Carole Nash Insurance Services

*power to you*



# CNIS drives business growth with Vodafone workforce management solution



Carole Nash Insurance Services (CNIS) has enjoyed rapid growth in recent years and now has 250,000 policyholders, making it the market-leading motorcycle and car insurance specialist in the UK and Ireland.

The company recently celebrated 25 years service to the motorcycle community with Chief Executive David Newman trekking to the North Pole to raise thousands of pounds for biking charity Riders for Health and the Brain & Spinal Injuries Centre.

Its reputation for excellence has been underpinned by a commitment to regular re-investment in systems and training to deliver great customer service.

When it decided to upgrade its telephony systems, CNIS took the opportunity to increase its competitive edge by installing the latest telephony, dialer and workforce management technology, to create an award winning call centre operation.

Its existing telephony system had reached the end of its life and was no longer viable. The company also needed to replace the existing contact centre system in order to meet very specific business requirements.

## Shared values

CNIS's internal IT department wanted to partner with a supplier that could not only deliver the project on time, but also share its own core business values of professionalism, openness, results focus, innovation, passion for biking and having fun.

In particular the partner had to demonstrate a good understanding of CNIS's core business, provide on-going support and relationship management throughout the project and be transparent about costs and timescales. It must also recognise the degree of added value brought to its business activities by its investment in technology.

Vodafone was selected to deliver CNIS's primary requirements which included intelligent features, such as remote dialling, skills-based call routing and selectable grouping.

The new solution also had to include stringent call management and monitoring functions as to support the introduction of a new workforce management system called TotalView, one of the leading workforce management systems currently on the market.

In addition, CNIS wanted to include a suite of voice and data messaging applications like voicemail, outbound SMS, email queuing and reporting, as well as technology options such as soft phone support and a remote programming interface.

Once selected, Vodafone appointed a manager to work within the CNIS project management team, reporting fortnightly to project sponsors and CNIS executives until total delivery was completed. CNIS wanted to ensure that business operations would be unaffected by any of the project and timescales had to be compressed to ten weeks.

## Passionate about providing the best possible service

Passionate about providing the best possible service Vodafone developed a multi-media contact centre solution which incorporated web, chat and self-service options, effectively enabling contact centre staff to do more with less infrastructure and staff overheads.

By implementing workforce management and workforce operations solutions, CNIS was able to grow its business with less staff, while also improving overall levels of customer service.

The systems recommended by Vodafone were based on an Avaya migration path. Installed onsite by a Vodafone engineer to the specific DBQ design from within Carole Nash's Resource and IT departments, the new telephony system offered the ability to multi-skill as well as providing the same departmental set up as the previous system.

The choice of software underlined the ambition and commitment of CNIS to ensure a flexible working approach can be adopted by its agents and advisors. By allowing agents to focus on specific and specialist bikes they can also show that they are passionate about providing the best possible service to customers.

The system was up and running two weeks after the phone implementation.

Dave Bowcock, Operations Director at Carole Nash, explains: "The design, support and dedication of Vodafone's skilled account management, project management and installation and support teams helped us to deliver the solution on time and on budget with demonstrable return on investment."

The major business gain for CNIS has been the flexibility of the new system which matches product development within the company as it grows. The company has already seen three smaller departments emerge from larger areas as a direct result of being able to route specific calls to skilled agents.

Three months after the system was set up, opening hours of the contact centre were increased from 8am to 8pm to meet customer requirements and new call patterns. Saturdays have also been added without the need for overtime payments, saving 33.5 per cent in staff costs.

Other benefits include the ability to use forecasting to drive staff scheduling. Digital wallboards provide real-time data feeds and call queue information to advisors and management enabling them to track performance, acknowledge high achievers and be kept informed of company news.



"This saw greater flexibility in part time staff shift patterns, a significant extension of opening hours, a 50% increase in outbound dialling efficiency and dramatically improved call forecasting," adds Bowcock.

The quality of work from CNIS advisors has improved too due to breaks being introduced into schedules so they can now work flexibly and their preferences can be registered to allow fair and balanced scheduling of shifts.

The company saw overall outbound unitary income increased by 5.3%, employment costs reduced by 31% compared to the previous year, and Right Party Connect (RPC) increased by 57%, per agent.

The actual cost of implementing the project came in at approximately 50% of the capital cost forecast for replacing the telephony platform. CNIS has enjoyed more cost savings than initially projected. Overtime and full time equivalent costs are below initial projections as a result of the increased efficiency allowed by the new systems.

### Significant benefits

- Carole Nash now has a telephony and workforce management system befitting its reputation for excellence
- The company is growing its business and improving customer service with fewer staff
- The solution has been implemented for just 50% of the projected capital cost
- The quality of advisors' work has improved due to improved schedules, breaks, and shift arrangements
- The flexibility of the new system enables product development within the company as it grows, with smaller departments emerging as a direct result of being able to route specific calls to skilled agents
- Contact centre opening hours were increased from 8am to 8pm to meet customer requirements and new call patterns, with Saturdays now included in the normal rotation without the need for overtime payments, saving 33.5 per cent in staff costs
- Overtime and full time equivalent costs are below initial projections as a result of the increased efficiency allowed by the new system

"The Vodafone solution resulted in greater flexibility in part time staff shift patterns, a significant extension of opening hours, a 50 per cent increase in outbound dialling efficiency and dramatically improved call forecasting."

Dave Bowcock, Operations Director, Carole Nash Insurance Services

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