



empower
potential

people first • keep it simple • make it real

Creating a fast, efficient and high-quality IT Service Desk for international law firm DAC Beachcroft

Challenge

Stimulated by a number of enterprise projects and initiatives being delivered across the organisation, DAC Beachcroft's IT Service Desk was experiencing a significant increase in customer demand. Facing upwards of 220 calls per day, managing incoming call demand plus workload generated through other channels had become a challenge.

Experiencing long delays in contacting the Service Desk, colleagues resorted to other channels, resulting in delays and a developing backlog of work. The team were unable to answer half their call demand inside the desired timescales, and nearly 1500 jobs existed in the overdue queue of work.

Leaders implemented various strategies, including using additional resources and revising priorities, but with limited success. They required a longer-term, more sustainable solution. Having worked with DAC Beachcroft before, including the successful deployment of new software, Curium was asked to help.

Transforming operations and contact centre specialist Mark Turner provided operational management expertise to:

- Manage the service desk
- Improve service delivery across all channels, and
- Coach and support the existing team supervisors.

This approach would ensure that DAC Beachcroft staff bought into the change and had the necessary skills and capability to embed and maintain all improvements.

Curium's solution

- Establish improved controls over the daily schedules for Service Desk analysts, ensuring that maximum resource capacity is available during peaks of incoming call demand
- Demonstrate the importance of real-time management activities and how they complement and enhance forecasting outputs
- Refine the approach towards ownership, prioritisation and allocating of, non-telephony tasks
- Implement a process to capture and understand the reasons behind the call demand into the Service Desk
- Develop simple reporting disciplines to enable managers to easily identify positive performance alongside opportunities where coaching and support may be required
- Introduce a daily meeting to review performance and agree smart actions to improve performance

Results

- The percentage of calls answered in less than 30 seconds improved from 32% and 44% in the two previous months to 73% following Curium's intervention
- The **average speed of answer improved from 206 to 38 seconds**, enhancing the customer experience
- Centralising the ownership and allocation of non-phone activities had an immediate impact, **reducing stress levels** and enabling closer and more targeted support
- Daily workload clearance targets could be better planned, with the total outstanding **reducing from just under 1500 to around 500** in just over four weeks
- Call analysis work highlighted a number of opportunities in which specific call reasons could be eliminated or mitigated, reducing unnecessary demand and improving overall team efficiency

Sustainability

Daily coaching and mentoring to supervisors and managers, alongside regular 'one to one' meetings, helped to embed the Curium methodology for operational management, giving the Service Desk team confidence to take this new approach forward.

What our customer says

"Curium came in, supported the team and brought some really simple but transformational ways of working; the outcome of which is much better service to our customers. I'm really happy with the results"

David Aird - IT Director

"I could not be happier with the results achieved in such a short timeframe. Control of the incoming calls was achieved within the first week, with just a few changes, like no breaks during peak times, getting the seniors actively managing the staff, providing real time feedback and advice and closer monitoring."

"Reporting has proved extremely useful. By having data to hand each day, we can now review the personal performance of individuals and coach them for improvements. We now have a view of why we are being contacted, with actions in place to drive this down. On top of this, we have been able to attack the backlog of aged tickets, with plans in place to continue to drive them down."

"Mark has approached this in a way that has been both extremely successful but also very sustainable. He has been able to turn things around and develop senior members of the team, leading to a noticeably different way of working and engaging with the team."

"It is a pleasure to work with Mark once again, who always works at such a fast and efficient pace, but also infuses fun into everything he achieves. My sincere thanks Mark – a fantastic achievement."

Diane Bryant - Head of IT Operations