



# Implementing **eg operational intelligence**<sup>®</sup> at BGL Group's Fusion Contact Centres to support a blended strategy



Through its partnership with **eg**, Fusion developed a solution to help manage its back office, and also support the "blending" of short-cycle 'one & done' tasks from the back office, into the contact centre.

## Project Summary



### Client

Fusion, part of the BGL Group

### Objectives

- Implement a management information tool
- Identify spare capacity in the back office
- Provide a centralised forecasting tool
- Use **eg work manager**<sup>®</sup> to support a blending strategy

### Benefits Summary

- Spare capacity was identified in the back office
- Volumes on some key processes quickly cleared following the blended solution
- Improvement in turnaround times
- Expected increases in work volumes were absorbed, avoiding additional recruitment costs



We needed to find a solution to help manage our back office workflow that provided similar controls to that of our contact centre, i.e. organising and routing calls to the right person at the right time whilst monitoring service levels in real-time and gaining accurate business insight to manage performance.

David Thompson  
Managing Director of Fusion



## About BGL Group

The BGL Group was established over 20 years ago, and has seen significant year-on-year growth, to become one of the UK's largest personal lines insurance groups. The BGL Group provides administration and contact centre services for its own brands, as well as on behalf of other well-known insurance companies. The Group's success means that it has established a presence in a number of international markets.

Fusion is part of the BGL Group. It provides contact centre services across three sites in the UK – Peterborough, Coventry and Sunderland. It has over 700 Contact Centre Advisors, as well as 150 back office employees providing operational support.

## Objectives

The objectives of the partnership with Fusion is to:

- Use **eg work manager**<sup>®</sup> v7.1 functionality to support a blending strategy;
- Identify spare capacity in the back office;
- Implement a consistent and automated management information tool;
- Provide a centralised forecasting tool.

## Introduction to blended and the opportunity at Fusion

Improving the throughput of work in the back office will not only deliver an improved customer service, but will also support the reduction of other demand drivers for an operation, such as reduced chaser calls to contact centres and even complaints.

Fusion identified that there were varying levels of call arrival rates throughout the day, across its three contact centres. As a result, it believed that there were Contact Centre Advisors that had capacity at certain times of the day that was not being fully utilised. The Group saw this as an opportunity to improve operational performance as well as improve resource utilisation. Fusion wanted to pool capacity from many individuals into 'useable chunks of time' to enable this and help deliver significant benefits.

Fusion believed that feeding this back office work into the contact centres would be an ideal opportunity to achieve this, and through its partnership with **eg**, developed a solution that would not only help to manage its back office, but also support the "blending" of short-cycle 'one & done' tasks from the back office into the contact centre.

## The blending solution

Fusion's real-time call management solution monitors call arrival rates and identifies when volumes are below what is expected. Fragments of capacity across a large number of individuals are then collated into a smaller number of individuals, making the capacity exploitable.

Notifications are sent to Contact Centre Advisors, asking them to switch to processing back office work. The Advisor then uses **eg work manager**<sup>®</sup> to pull back office work to service it.

The work is allocated to an Advisor based on the priorities of the outstanding work and the skills of the individual. This ensures that the right work is being done, by the right people, at the right time.

This solution also provides the opportunity for Contact Centre Advisors to access records of outstanding back office work, whilst on a call to a customer. This allows them to provide accurate information on where their case is in the process, and when it is likely to be completed, or even complete it themselves. Thus improving the customer experience by managing their expectations and reducing future demand.

## Solutions

Fusion has implemented the following core and additional modules from the **eg operational intelligence**<sup>®</sup> software suite.

### Core Modules

- **eg work manager**<sup>®</sup> utilising 'Get Next' functionality

### Additional Modules

- **eg forecasting**<sup>™</sup>
- **eg work manager**<sup>®</sup> **file import**
- e-learning
- **eg work manager**<sup>®</sup> **integration services**, used to integrate multiple email in-boxes to create new items of work

## Benefits

Through the development of the enhanced 'blended environment' Contact Centre Advisors now have more structure in the way that 'down time' is managed, and an improved understanding of the businesses requirements and priorities. Identifying this capacity has meant that Fusion can also utilise the time for training modules to be delivered to the Advisor at their desk.

- Spare capacity was identified in the back office
- Volumes had significantly increased on some key processes in the lead up to the project starting, but were quickly cleared following the implementation of the blended solution
- Improvement in turnaround times
- Expected increases in work volumes were absorbed, avoiding additional recruitment costs

## How eg support blended environments – the start point

The back office is often perceived as being a very complex environment to many organisations, as work can arrive via a range of different channels to start and feed into multi-stage processes.

**eg's** back office workforce optimisation tools are designed to handle this complexity, enabling agents to process work in priority order, to achieve SLA's irrespective of how or when work arrives. This functionality essentially provides similar capability to that of the ACD in Contact Centre environments; providing a single view of all work to be done, which can then be routed to Advisors based on their availability and skills.

“ **eg** was the best fit for our requirements and has provided the governance to keep control of the work we deliver both to our back office and front office Advisors across our three UK sites. The benefits have met our expectations and we have achieved further efficiencies by sending work to Advisors who have available capacity. This has helped to reinforce our goal of making all Advisors multi-skilled to help maximise first contact resolution rates to drive increased customer satisfaction.

David Thompson  
Managing Director of Fusion

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