

## Case Study: Customer Service Improvement Project

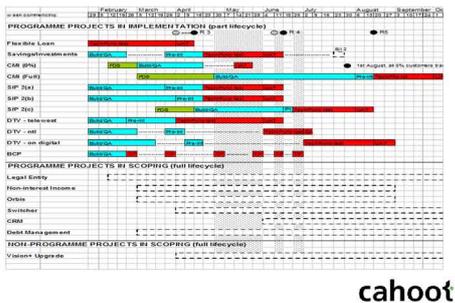


*Cahoot is the award winning UK internet bank launched in May 2000 and a division of one of the UK's leading financial services providers, Abbey National Group.*

### Service Improvement Project Terms of Reference included:



### Programme Plan



### Service Improvement Project

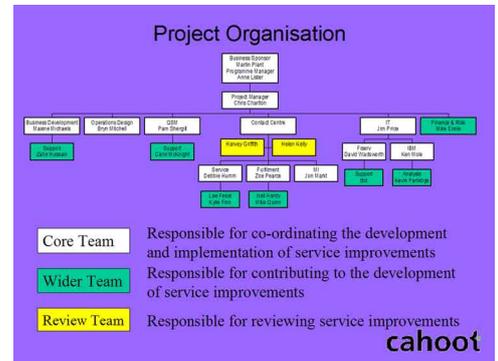
As a result of some negative customer (and other) feedback concerning perceived levels of customer service following the bank's initial launch, the Service Improvement Project (SIP) was set up to deliver service improvements in readiness for the second advertising campaign in October 2000. Due to tight timescales, limited improvements could be achieved by this target date. Consequently, and as part of the cahoot's three-year planning process, it was agreed that a further project should be instigated to make significant service improvements during the first half of 2001 - phase 2 of the Service Improvement Project (SIP2).

The primary aim of the programme was to enhance the level of service to the customer to further the use of "Service" as a key differentiating factor from cahoot's competitors. In particular, this included improving customers' perception of cahoot's service through current channels (including the web, contact centre, ATM machines, and WAP); increasing the capacity, throughput and turnaround times of the contact centre and enhancing the customer experience on the cahoot website...

### Facilitation & project management skills

On the basis of its track record in successful project design and delivery, Namaste Management set-up and ran the Service Improvement Project 2 from November 2000 to April 2001 before handing over to an in-house cahoot project manager.

This included the mobilisation, facilitation and management of three components to the project team: the core project team; the wider contributory team drawn from the business, marketing, IT and finance functions; and the review team. In addition, this required the integration and co-ordination of the project within the overall cahoot change management programme.



Step	Name	Description
1	<b>Service Analysis</b>	Identifying service improvement opportunities from market research and operational experience to date
2	<b>Requirements</b>	Building high level business requirement specifications for each opportunity
3	<b>Analysis</b>	Conducting cost/benefit analysis and determining priorities for implementation
4	<b>Planning</b>	Scheduling business requirements for implementation within the overall cahoot change programme
5	<b>Implementation</b>	Packaging requirements into groups for delivery of business requirement change
6	<b>Review</b>	Assessing impact of change on quality of customer service experience

**"Thank you for a job well done..."; Anne Lister, Programme Manager, Abbey National**

### Key Project Success Criteria

- Full participation in identifying service improvements from customers and the business
- Early and ongoing ownership of each change requirement by the business
- Consistency in identifying and measuring drivers of costs and benefits
- Service improvements implemented to agreed plan, cost and quality
- Improved perception of service by customers, with measurable performance through customer feedback surveys and industry standing

**Please note that the details of the customer service improvements are confidential.**