



## Transforming the Business – and the Customer Experience

Innovative Unified Desktop Answers the Call for  
Leading Customer Contact Centre Outsourcer

# CAPITA

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Capita is the United Kingdom’s leading outsourcing company, providing back office administration and front office customer contact services to private and public sector organisations across the UK and Ireland. Capita delivers its market leading outsourcing services from more than 300 sites, including over 50 specialist business centres of service excellence.

The Capita TV Licensing (TVL) Business Centres are based in Bristol and Darwen, Lancashire, England, and handle customer enquiries relating to the TV licence. The TVL database is one of the biggest in Europe, currently comprising around 30 million addresses. On average they receive approximately 150,000 telephone enquiries per week across both sites and 25,000 items of customer correspondence. The Broadcast Act 1990 made the BBC responsible for licence administration, and TV Licensing is the trading name used by agents such as Capita who collect the licence fee on its behalf.

TV Licensing’s role is to collect the licence fee and to inform people through advertising, public and community relations, and direct communications about the need to buy a TV Licence. Technology is used to identify and visit addresses that are not licensed to ensure people are not watching television illegally.

Capita’s objective at TV Licensing is to operate cost-effective best-in-class customer service whilst minimising the cost of revenue collection. Their customer contact strategy has been developed in partnership with the BBC. The fundamental aim behind the strategy is to achieve a first time resolution for all customer contacts

### Leading Through Innovation

In the spirit of continued process improvement and seeking out opportunities to improve the customer experience while reducing service costs, Capita set upon a project to further simplify and automate the customer service processes within the TVL Business Centres.

The legacy systems supporting the business functions had evolved over a long period of time. These systems were complex, difficult for the call centre agents to learn and use, and were not aligned with the flow of the call. This resulted in agents needing extended time to deal with customer transactions, excessive agent training time and unnecessary repeat contacts. This had a negative impact on the customer experience and on customer service agent morale and retention.

### What a Unified Customer Service Desktop did for Capita:

- Improved the customer experience
- Increased first call resolution
- Reduced call handling time by 25%
- Increased identification of sales opportunities
- Reduced agent training time and costs by more than 40%
- Reduced staff turnover by 23%

“Our customer service agents had to learn and memorise literally hundreds of possible flows involving dozens of screens across four different business applications,” said Carl Shimeild, Operations Director for Capita TVL. “The process was so complex that it was taking as long as 16 weeks to get a customer service agent fully productive – making it nearly impossible for us to consider temporary staff.”

To further enhance efficiency of revenue collection and to better achieve a first time resolution for all customer contacts, Capita launched a programme to transform the business processes and supporting systems.

Following an exercise to monitor call flows and system navigation, Capita identified a need for a more simplified, automated desktop that would deliver an efficient service to the customer by reducing call and on-hold times, ensure that correct information was provided on every call and provide a consistent, improved overall customer experience.

The significant cost and risk associated with replacing or rewriting the existing business systems forced Capita to look for an innovative way to leverage the systems that were in place, while providing a completely new way for the customer service agents to view and manage the customer data and transactions.

Capita invited various companies to tender proposals, and after a side-by-side “bake-off” of the two finalists, chose Jacada as the technology partner to help to deliver this revolution in the contact centre.

### A Unified Desktop Delivers

Capita selected the Jacada unified desktop solution to simplify and automate the TVL customer service desktop. The key criteria leading to the selection of the Jacada solution included the ability to:

- Leverage the existing systems without the cost/upheaval of redeveloping them
- Guide the agent, but also enforce the correct call flow so as to provide a consistent customer experience
- Give agents easy access to TVL policy information and thus reduce the need to remember these complex regulations



- Be much more intuitive to learn, use and automate the many possible flows to reduce the time to complete a call and further simplify the interaction
- Simplify the agents’ PC desktops to allow them to focus on the customer and the transaction they were trying to complete
- Automate time-consuming processes to speed up call handling

Capita established a “model office” (a fully functional “mini” call centre), to conduct initial systems and user acceptance tests and validate that the objectives of the project could be met. The model office was planned to have run for just three weeks. However, the initial implementation of the new Jacada unified desktop was so stable and the agents so successful that it stayed in production handling live calls for a team of agents until it was superseded by the full production system.

Since roll-out of the production system to both call centres, major benefits to the business have been realised:

- Overall efficiency of the contact centre has improved by approximately 25%
- Training time has been reduced from seven to eight weeks to just three weeks
- Staff turnover has reduced by 23% and morale has improved
- First call resolution has increased with a consequent reduction in repeat contacts
- After-call wrap-up has been eliminated – data entry errors have been reduced
- The ease of use of the system has made it easier to employ part time agents

And customer experience has greatly improved. Customers spend less time on calls and there is a

consistent customer experience, irrespective of the length of service of the agent. Agents have better access to customer information, so they understand the customer’s query quicker, without having to ask many questions. In addition, the agents express more empathy because they are now more motivated, focused on the customer’s needs and not on complicated systems.

“The introduction of the Jacada unified desktop has met or exceeded all of our expectations and delivered on our target objectives,” said Phil Bluck, Commercial Director for Capita TVL. “We will realise lifetime savings many times greater than the cost of the solution. Jacada provides innovative technology and a proven implementation approach that can significantly improve the efficiency and effectiveness of a call centre operation.”



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