

HOMWORKING & BACK OFFICE WORKFORCE OPTIMISATION

Case Study:
Principality Building Society



ABOUT PRINCIPALITY

- 6th largest UK building society with over 70 branches and agencies in Wales and the Borders
- A mutual building society, owned by and run for the benefit of 500,000 members
- Over 160 years' experience
- Taking care of over £10 billion of customers' assets

Key Requirements and Challenges

The business was engaged in a major long-term program of digital transformation, organisational restructuring and upgrading some core operational IT platforms.

Part of this included the requirement to improve efficiency, quality, metrics and flexibility by using the potential for operational processing capacity in branches.

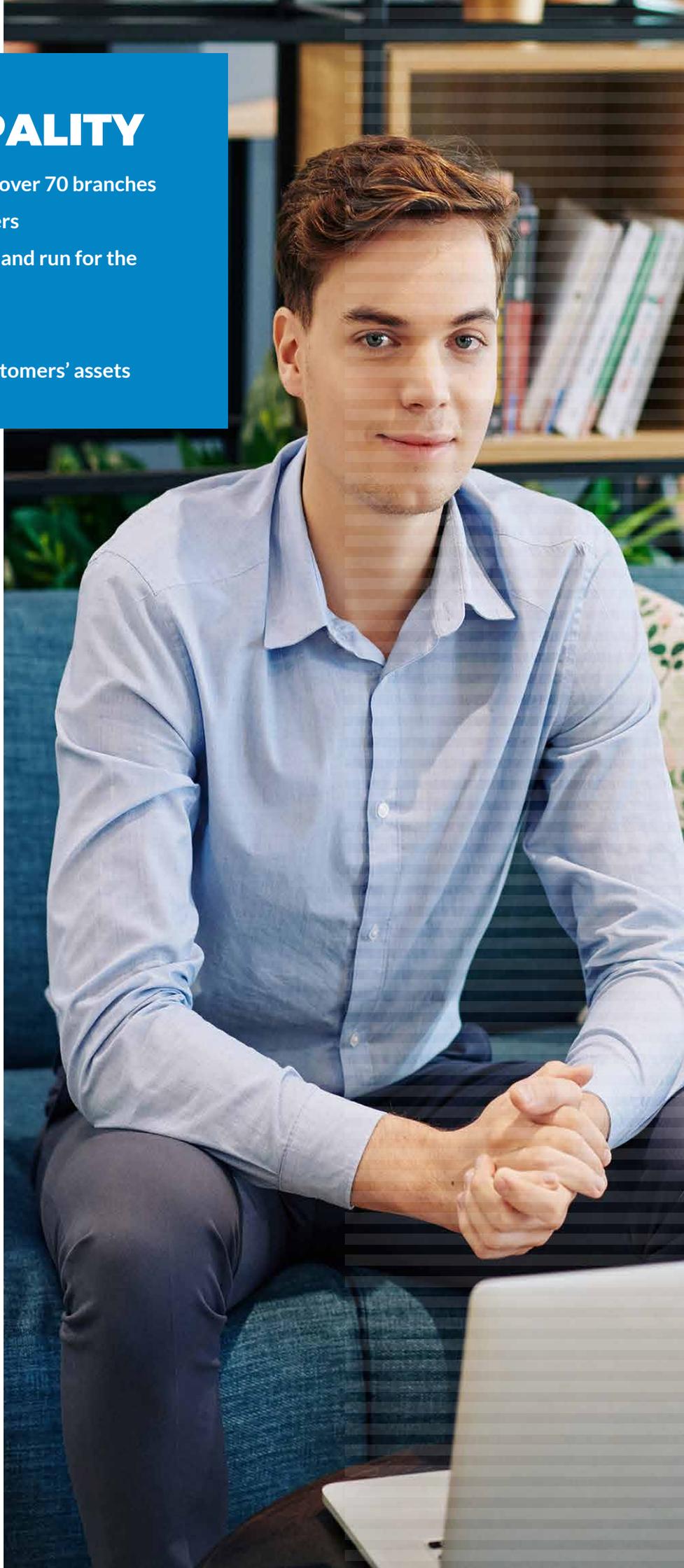
This capacity emerged at times of the day when customer facing staff were less busy due to fluctuations in customer demand.

Principality also wanted to utilise spare capacity in the front office contact centre to carry out back office processing tasks.

The Solution

The OPX platform from Corporate Modelling was selected and a pre-roll out pilot commenced in January 2020.

This involved a restricted set of key processes with a limited number of 12 branches and about 75 staff members at branch head office, and contact centre.



COVID 19 PANDEMIC IMPACT

As the increasingly serious pandemic outlook for the population and workplaces emerged through February and early March 2020, there was a reappraisal of how useful OPX could prove to be.

The pilot was quickly expanded to include over 50 branches and 300+ staff. Most importantly the use of OPX to support high levels of homeworking for head office and branch staff enabled operational continuity from lockdown on 23 March.

This meant high quality customer service continued to be delivered and also staff working from home (or a mix of home and office) could do their operational processing work effectively even though team leaders and managers also worked remotely from various locations.

The OPX platform offers a wide range of useful tools such as smart work allocation to maximise efficiency of available staff by using the core 'Get Next' application.

This was supplemented by two further tools:

- **Scriptflow** which supports contact centre staff in performing skilled back office processing.
- **Email Gateway** which automatically analyses the content of e-mail customer service requests (including other digital channels). It then allocates these to the correct work queues for processing which is faster and more efficient than staff triaging on a case by case basis.



“The OPX digital platform gave us flexibility just when we needed it to rapidly change our operating model to cope with the new pandemic impacts. Although we were developing OPX as a long-term strategic solution for our operations it enabled an agile short term tactical response.

We quickly and seamlessly moved from initial pilot to roll-out with many more people, locations and a broader scope. This meant we could introduce homeworking to effectively reshape how we operate and get through the pandemic disruption.

We have continued to meet our customers’ needs with high satisfaction levels in these most difficult of times thanks to the whole Principality team and the OPX digital platform”

Vicky Wales, Head of Customer Services



Development Plans at Principality

The essential core OPX functionality used for initial pilot and roll out has been extended over 2020 and continued through 2021. The scope covered more operational processes and business areas.

Additional modules in the OPX platform were developed and rolled out to give the customer services team at Principality the opportunity for greater efficiency and operational insight information.

All of this feeds back into improving both products and customer experience.

MORE INFORMATION

For more information about OPX, please visit our website corporatemodelling.com

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