

# WHY OPTIMISE IN THE BACK OFFICE?

With both operating costs and customer/client expectations going up year-on-year, the pace of change in organisations is quicker than ever. Those who fail to adapt will not survive while those who seize the opportunity to evolve will thrive.

Back-office technology introduces front-office levels of vigour to the soft underbelly of business who often, in our experience, are outperforming their competitors elsewhere. Leaders can thus now look to, and use emergent back-office technology to defend their market position and seize new opportunities - whilst challengers can capitalise on differentiators to outmanoeuvre their typically slower moving counterparts.



# 1. IMPROVE VISIBILITY

## Your front office can track work to the second so why can't the back-office do the same?

Companies invest thousands of pounds a year making gains in the front office, only for them to be lost again in the back. Indeed, one of the UK's market leading companies described their back-office as a "black hole". The first step to excellence in the back-office is gaining a better understanding of the current operation. Strong organisations look to several areas to improve workforce visibility:

- **They manage Service Levels and Key Performance Indicators:**  
exemplar organisations with strong back-office functions look to tightly manage service levels and KPIs, reviewing these on a frequent basis in line with strategy, targets and the wider macro environment. This helps organisations better meet the expectations of customers and clients, as well as clearly defined business-wide priorities for investing effort.
- **They introduce strong performance management:**  
regular team leader coaching conversations and peer-to-peer support bring out the best in their people and identify areas needing support or resourcing, or core processes needing attention. This has a knock-on benefit on productivity, as well as simplifying the management of teams – empowering more productive coaching whilst avoiding conflict.
- **They manage their robotic workforces:**  
these organisations manage their robotic workforces alongside their back-office human ones, always looking to optimise the utilisation and performance of robots by reviewing their success (or otherwise) in core processes, and their interaction with human colleagues. Often organisations have a successful core of robots but struggle to scale the efficiencies, this is where having the right supporting technology is key.

## 2. IMPROVE EFFICIENCY

There are a lot of reasons why you may be interested in back-office technology, but topmost is efficiency – simply put, maximising the value delivered to clients for every penny spent.

This consistently ranks as the highest priority for all clients we work with and whilst every customer is different, with operating costs rising year-on-year and clients exceeding 20% improvements in efficiency, what's not to like? Improving efficiency happens in a variety of ways but there are some consistent themes across all sectors and with all the clients that we have worked with:

- **They reduce case ownership:** organisations with strength in the back-office, and those seeing improvements in efficiency focus strongly on reducing case ownership and what we refer to as 'agent pass through'. They drive strength in knowledge working and focus on multi-skilled agents highly capable of working in complex process environments. This, coupled with process improvements to reduce process hand-offs, often leads to immediate efficiency improvements (and a better customer experience).
- **They cut cherry picking of case work:** exemplar organisations we work with use technology, such as OPX, to stop workers preferentially selecting low-effort pieces of work. When observed from a distance most teams and individuals will orientate to their easiest or most favoured task; it's human nature; proven by numerous scientific studies in recent years. Tools such as OPX kill this problem immediately; selecting work and delivering it to agents on the basis of business priorities, agent skillset and capacity within the organisation.
- **They break down silos:** in addition to reducing hand-offs, and increasing case ownership, leading organisations we work with focus on reducing team silos and fostering openness and best practice sharing across the back-office. They do this both rationally and emotionally – focusing as much on the culture of a unified team, as on the pragmatic activities to make this happen. They also reward such behaviours, and ensure those in more senior positions model these behaviours.

# 3. IMPROVE THE CUSTOMER JOURNEY

## Cost reduction alone isn't business improvement – it's damage control.

While competitive pricing is a differentiator; in today's market the big winners combine competitive pricing and a strong cost base with the highest quality of service, both to retain the existing customer base and attract new ones. To do this, organisations we work with tend to focus on a number of things:

- **They improve quality and moments of that matter:**  
organisations who work to improve their Customer Experience (CX) focus on interactions that are important to customers - and on the way both front and back-office employees handle those interactions. These organisations recognise that those moments of truth make the difference, and they understand the moments that matter and those they should be focussing on.
- **They offer new digital services and channels:**  
the sum of the digital interactions a customer has with your organisation drives the impression they ultimately walk away with. Best-in-class organisations we work with are still focusing on constantly refining their omni-channel offerings, with unified end-to-end journeys at the core of this focus.
- **They reduce complaints and reasons for further case work:**  
in focusing on customer experience those organisations winning from a CX perspective reduce causes of complaints, via strong root cause analysis and a constant measurement culture. They aim to cut negative feedback cycles, and deal with any complaints they do have within tight tolerances set by the organisation.

## 4. DRIVE LONG-LASTING CHANGE

Change can be easy for managers to make and just as easy for staff to ignore, often companies will invest in change that lasts only as long as the project.

Real change rarely happens overnight, new practices need time to bed in and perceptions need even longer - acceptance of the 'new normal' will take time. For truly successful, lasting change in the back-office, the following must be considered:

- **What is the future Operating Model for the back-office?:**  
Organisations with strength in the back-office focus on defining and then refining their operating models on a regular basis, learning from both their sector and further afield. They look to next generation operating models to help with customer-journey focused improvements, leveraging various factors such as digitization, analytics, RPA, BPO and process re-design.
- **What is the right culture for our back-office teams, and how do we foster this?** Whilst focusing on their operating model to drive long-lasting change organisations we work with that excel spend as much, if not more time, focusing on the culture aspects of their operating model – be this company stories, camaraderie, identity, communication, knowledge sharing, learning, community and celebration.
- **What technology do we need to be successful?**  
Emergent technology across back-office functions is more widespread than ever, and the intelligent application of useable solutions puts the power to improve back-office operations into the hands of organisations like never before. Our OPX platform sits squarely in space as a back-office workforce optimisation platform that delivers volume work tasks to the most appropriate resources, be they human or robotic, allowing you and your organisation to be freed up – to focus on growing your business and defending your market.

# ABOUT US

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Founded in 2008, we have more than 35 years of experience in the field; we know the workforce optimisation space like the back of our hands.

The nucleus of the Corporate Modelling Services development team, based in Glasgow, UK and has been working together for over 15 years providing transformational software solutions to solve key business operations efficiency problems.

OPX is the result of over 200 man years of business focused enterprise software development and was conceived to provide a broad, functional, cost effective and yet easy to implement solution to aid the digital transformation of back office operations.

Every customer is unique. That's why we customise our OPX platform to fit every customer's needs precisely. Our Rapid Deployment Method (RDM) takes clients through the five steps of an OPX implementation in around 30 days.

OPX is proven to increase productivity and utilisation; reduce costs; improve cycle times and enhance customer experience.

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## MORE INFORMATION

For more information about OPX, please visit our website [corporatmodelling.com](http://corporatmodelling.com)

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