

# Utilities Company

Retail business (contact centre, collections, and customer support)

**Improve debt collection whilst reducing cost-to-serve**

Location: UK

## The challenge

The client partnered with PwC with the requirement to reduce cost-to-serve by £70m over a 5 year period.

In addition to a number of debt collection initiatives and organisation restructures, PwC deployed Perform across the entire Retail business, including the Contact Centre, Collections Department and Customer Support.

The aim was to deliver behavioural change across the business enabling performance improvement and capacity

## Our approach

PwC rolled out 4 waves of Perform across the entire Retail business over a 12 month period to help them achieve the following objectives:

- Increase individual and team productivity leading to capacity creation across all teams in scope
- Align teams behind a wider programme of change
- Support the implementation of process changes identified through customer journey mapping
- Embed the future state debt collection processes
- Increase employee engagement and contribution to the business
- Provide a more agile form of governance to a complex and inter-dependent programme of work
- Transfer skills and capabilities by coaching change agents, supporting ongoing sustainability of benefits and embedding a continuous improvement culture

*“The performance of the team has improved enormously and I continue to be surprised by the numbers we are seeing” – Debt Team Manager*

## CAPACITY CREATION

**20%** capacity created across the 4 waves

## PRODUCTIVITY INCREASE

**12-25%** productivity uplift across all teams

## CASH COLLECTION

**+70%** increase in cash collected per hour

## CUSTOMER SERVICE

**50%** reduction in the number of complaints