

UTILITIES

Proudfoot helps Canadian utility increase productivity 45% and reduce overtime expense 74%



THE CLIENT'S CHALLENGE

The client—one of Canada's leading suppliers of power, water, natural gas and related products and services—was facing a variety of issues stemming from a recent acquisition and a changing regulatory environment. The acquisition boosted its customer base by approximately 350,000 customers. However, incompatible databases and poor internal procedures resulted in inaccurate billing and poor customer service. As a result, average call volume in its two call centers increased by 29% from the previous year. The dramatic increase in calls, a result of the struggling integration of the acquisition, caused unacceptably long call handling times which further decreased productivity and customer satisfaction.

Beyond these immediate issues, Alexander Proudfoot's initial Business Review revealed more serious underlying issues including:

- Poor organizational alignment, with decision-making far removed

from those who actually interact with the customer

- Ineffective supervision and management (in one call center, supervisors were spending nearly 80% of their time on administrative duties, and less than 15% of their time in active supervision)
- Lack of a viable Management Operating System, with no forecasting or planning, minimal direction, and improper measurement
- Poor productivity and excessive overtime, adding cost without adding value

MEASURABLE RESULTS

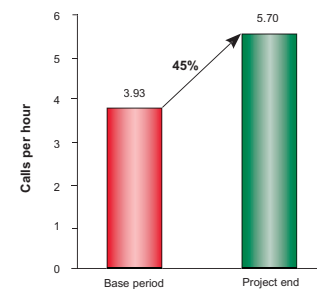
The results of Alexander Proudfoot's involvement included:

- A 45% increase in call center productivity (as measured by calls handled per hour worked)
- A 73.9% reduction in overtime hours
- Increased management effectiveness, with team managers now committed to spending 60% of their time in active coaching
- Significant improvement in all major service level indicators in both of the company's call centers

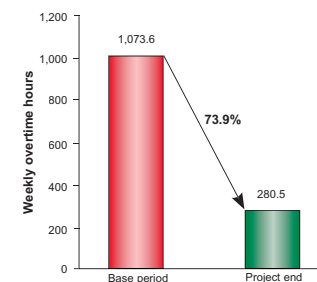
- Direct financial savings in the millions of dollars, leading to a 3:1 return on the project's cost

Moreover, the improved forecasting, planning and problem-solving capabilities have helped stabilize and standardize the company's operations, and laid the foundation for continued improvement in the future.

Call center productivity (average calls per hour worked)



Weekly overtime



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