

+ Case Study

Ricoh: developing a National Contact Centre



Ricoh New Zealand Limited is a subsidiary of Ricoh Company Limited, Japan, a leading global manufacturer of office automation equipment. Ricoh provide document solutions that enable businesses to streamline operating costs. Service back-up and support is essential for Ricoh – its customers depend on Ricoh equipment. Ricoh people, processes and technology make the difference for their customers, everyday.

RICOH

+ introduction

The Ricoh contact centre, located in Auckland, is the hub of the service network, where staff liaise with customers, despatch service technicians and fulfill product orders for customers. As Ricoh has grown, so has the challenge of servicing client queries and operational needs. Until 2003, after-sales service was carried out by branch staff at regional offices. Managing and measuring the quality of the service provided to customers was a national responsibility, and to enable better standardisation of that service, Ricoh employed Great Outcomes to create a national contact centre that could manage all service requirements across New Zealand.

Great Outcomes developed the strategy, implementation, and delivery of the national contact centre for Ricoh. The new centre was launched in December 2003 and handles all customer service interactions, as well as despatching service engineers to client sites throughout the country.



Great Outcomes' project management

When Ricoh commissioned Great Outcomes to manage this project, it enabled managers and staff to continue operating the business and maintaining service as usual whilst this important change implementation was carried out. Great Outcomes was able to bring its specialist contact centre experience to the project, and led the introduction of a business improvement project for Ricoh, getting buy-in from the many staff involved.

'To consolidate the service provided from five branch offices into one national service centre without interrupting the business, required high quality project management skills, and Great Outcomes have these skills'.

Mike Pollok, Managing Director, Ricoh NZ

strategy and implementation

The project was managed in two parts, firstly, the development of a strategy, and secondly, the implementation of the national contact centre including stabilisation after the new centre went live.

The initial strategy document was written following a process of on-site assessment alongside Ricoh staff. Through hands-on time in the Auckland head office and the four regional branches, Great Outcomes established the business processes and systems in use at the time, as well as the service standards that Ricoh needs to deliver. With this information, and further analysis of the organisation nationally, Great Outcomes presented a business case that was supported by Ricoh's senior management.



Despite the complexities of developing a national contact centre operation, the process of delivering the centre was achieved on-time and in-full. This was enabled by having project staff on-site full time from the initial strategy development phase through implementation to the stabilisation phase at the project conclusion. A project manager and consultant from Great Outcomes worked on the project alongside Ricoh staff. The project was managed from Ricoh's Auckland offices with consultants being very visible to other staff, as well as despatching regular communications about the project progress.

'The interaction between project staff and business-as-usual staff occurred daily. Staff came to know the project consultants very well as they were here on-site for the duration'.

Mike Osborne, Operations Manager, Ricoh NZ

heightened communication

A core benefit of this project for Ricoh was the increased profile that the contact centre function gained from the transition to a national centre. The appointment of a Contact Centre Manager, a new role for Ricoh, created an opportunity for regional managers to liaise with a single person who can understand and deliver on service needs. Priority issues such as service back-up for new product launches now involve the Contact Centre Manager in planning and development of go-to-market strategies.

'My staff perform a critical role for our customers. We receive over 10,000 contacts per month, and a high proportion require another function within the company to meet the client's needs. In my role there is a strong emphasis on achieving engagement between the contact centre and other departments, and so communication is an essential part of what I do'.

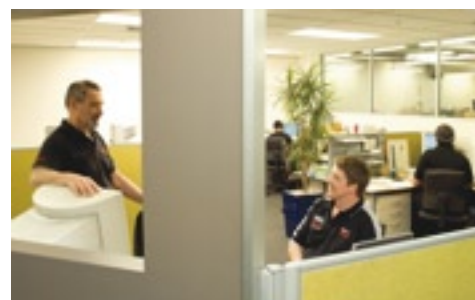
Joe Solomona, Contact Centre Manager, Ricoh NZ

effective staffing

New recruits who joined Ricoh to fill roles in the contact centre settled very quickly because of comprehensive planning of the Human Resources design and staffing requirements for the contact centre. The recruitment process attracted high quality staff, and with thorough preparation for their roles the alignment of staff to customer interactions was very well matched. Consequently, the staff attrition rate is now lower than previously.

Great Outcomes

Great Outcomes is a contact centre consultancy that manages the process of strategic development of a contact centre for client organisations. The company was established in 2001 in Auckland, New Zealand. Great Outcomes views an organisation's contact centre as a critical interface and a core asset, and works with clients to achieve consistent customer experiences.



people

Giles Potter BCom MBS (Hons)

Managing Director, Great Outcomes

Giles established Great Outcomes, after holding senior roles in AGC Finance, at that time a wholly owned subsidiary of Westpac Banking Corporation. Giles' qualifications are from Auckland University (BCom) and Massey University (MBS Hons) in New Zealand.



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