



CABLE & WIRELESS

Delivering progress in a rapidly changing world

Cable & Wireless case study

QUORTEX

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Quortex helps Cable & Wireless Seychelles put customer needs first through empowering its employees

Cable & Wireless Seychelles Ltd forms an essential part of the Cable & Wireless worldwide group of businesses. Today, with over 20,000 customers, it provides fixed and mobile, voice and data services to residential, business and corporate sectors in the Seychelles. Cable & Wireless Seychelles Ltd is proud to be celebrating its 110th anniversary next year.

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Charles Hammond,
Chief Executive,
Cable & Wireless Seychelles

Although Cable & Wireless has always prided itself on good customer service, Chief Executive Charles Hammond felt there was a need for a big push on customer service at the back office. The front office (call centre and retail outlet) had good customer relations, while the back office (access and core network teams) was lacking in motivation and the information flow between the two teams was inefficient.

Hammond explains, “I felt the back office function was not working as efficiently as expected and at the time there was a number of reasons for this; there had been technology changes and reconstruction in the network department and employees had been allocated new roles, so there was considerable confusion. With any new adjustments you have teething problems and as a result, communication problems occurred and then issues bounced between the front and back offices. As we have always been focused on delivering excellent customer service, we needed resolution and quickly, so we decided to get outside help.”

Cable & Wireless spoke to three consultancies that specialised in change management one of which was business change expert Quortex. Hammond soon realised that Quortex was the best fit. “We have used other consultancies in the past who have written reports and set unrealistic changes which cannot be used and then they’ve left and we discover that we are no further forward. Quortex was in tune with our mind set, its team stayed on site to get to know the employees and ultimately became a part of the organisation so they could implement effective and realistic solutions and bring the change we needed.”

Cable & Wireless' main concern was to implement good processes and accountabilities within the company; it wanted people to feel empowered and responsible for their role in delivering high quality customer care.

The Quortex team led by Iain Davidson, worked with Cable & Wireless to establish a better working practice and environment. Davidson explains, "Organisations often need to effect change within a particular area of their business, rather than across the whole enterprise, in most cases you'll find that the real knowledge and energy to improve the way things work is already there, buried within the business itself."

Clear objectives and an outline work plan were agreed up front allowing Quortex to hit the ground running - firstly by interviewing key employees to get an understanding of the environment and start to build trust and confidence across the team. 'Quortex spoke to customers and competitors' customers to get an objective perspective into how the company was perceived. This gave them an insight into what had been the barriers historically at Cable & Wireless. Following this, Quortex set up workshops with the employees to develop and prioritise solutions and identify barriers to implementation and change.

Hammond noted "Quortex got 'stuck in' which most consultancies don't do, they got people involved and engaged. Before long the team was on the change journey with an emotional attachment to the changes. The main reason we originally brought Quortex in was for customer alignment, but the team did more than this, they reconstructed processes and aligned responsibilities with the employees to be more efficient. We are much more driven now, not just on costs, but on improved customer service. The customers now benefit as problems between the two departments (front and back) are solved 50 per cent more quickly.

"Improving efficiency was a great benefit to the company as a whole; a job that was originally done by two people is now done by one. In addition, we can now measure and appraise workers more clearly and as a result of this an employee was promoted to Director."

Davidson states "If you are transforming an organisation, it has to come from the top, so it was great having Charles on board. That said, it doesn't automatically mean that the rest of the organisation will be on board, so by creating a 'bubble' of change, which is what we did at Cable & Wireless, we were able to start with a core of people and grow the bubble across the organisation."

The concept is to create an area (the bubble) where different rules can apply. What lies inside the bubble represents those things that can be directly influenced or changed by a given initiative. What lies outside the bubble defines those areas which you may currently have less influence over, or little ability to change and you may simply have to acknowledge and accept.

Hammond concludes, "Taking Quortex' method aside, the team also have great people management skills. Their interaction with the employees was far more important to me; they conveyed the concept and made sure there was an actual exchange of ideas which led to developing solutions. This grounding and personalisation of the service achieved much more than if the methodology had simply been used on its own. Yes, we have had financial benefits because production is faster, but this is a circular effect, production is up due to better work ethos and customer service is far greater than expected.

Hammond recaps, "Quortex has provided insight, which has been very significant to the company. The team came in, listened, planned and worked with the different departments and brought a solution to light. The Quortex team became a part of the company back in May 2008 for three weeks; now they have gone, we have structural solutions and a methodology in place to move forwards.

About Quortex www.quortex.com

Quortex are business change experts who bring a refreshingly different approach to the more traditional management and IT consultancy space. Quortex is a privately owned and completely vendor independent professional services firm. It helps companies face the constant challenge to deliver improved and sustainable business performance, where success depends on clarity of vision, astute planning and superb execution. Quortex provides expertise to drive business change ranging from small scale business process enhancements to setting up global transformation programmes. Its pragmatic approach and active transfer of knowledge to client teams is what sets it apart from the crowd. Quortex' difference is best summed up by one of their clients: "The difference with you guys is that you really care about what you do."



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To find out more about Quortex go to www.quortex.com.

If you would like to discuss how we can help to increase your certainty of success with challenging integration or business change programmes, please call +44 (0)118 942 8025 or email quortex@quortex.com

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