

## Epsom and Ewell Boosts Call Center Efficiency and Cuts Costs with Service Innovation



Epsom and Ewell Borough Council  
Epsom, Surrey, England  
[www.epsom-ewell.gov.uk](http://www.epsom-ewell.gov.uk)

### Industry:

Public Sector

### Employees:

320

### Oracle Products & Services:

Siebel Contact Center  
Siebel eMail Response  
Siebel Reports

### Partner:



Mphasis  
[www.Mphasis.com](http://www.Mphasis.com)

### Key Benefits:

- Improved call center efficiency by 20%
- Reduced lost calls from 20% to 4%
- Achieved an 80% single-call resolution rate
- Reduced telephone inquiries and personal visits
- Reduced development costs by 50% through “best shoring”
- Achieved 100% return on investment (ROI) in 24 months

*“Oracle’s Siebel applications enable us to engage more effectively with the people we serve by offering a wider range of services, faster response times, and greater choice of ways in which they can interact with us, while operating within tighter budgets.” – Joy Stevens, Head of Customer Services, Epsom and Ewell Borough Council*

Epsom and Ewell Borough Council is transforming the quality of service delivery to its 69,400 citizens and businesses, cutting operating costs, and enhancing customer satisfaction by rolling out an ever-increasing number of services on Oracle’s Siebel applications. With 35 parks and open spaces, low crime rates, high education standards, and close proximity to London, Epsom and Ewell was voted the third best place to live in the United Kingdom in 2007 by a Channel 4 Television survey.

The council has leveraged its investment in Siebel applications to reinforce its commitment to delivering the best value to its residents by reducing bureaucracy and improving economy, efficiency, and effectiveness. For example, lost calls to the customer contact center are down from 20% to less than 4%, and estimates that more than 80% of calls are resolved at the initial point of contact.

A relatively affluent borough—with over 80% of households having internet access—Epsom and Ewell has doubled the number of online contacts using Siebel Contact Center and handles all inquiries significantly faster at its multi-channel service center. The council can now allocate jobs for street care issues to in-house teams or contractors in minutes instead of days. It can also process credit card payments for council taxes, business rates or fines almost instantaneously. Electronic forms allow customers to report many frequently occurring problems online. Customers can report problems on average four times faster using the pre-templated form and at times convenient to them, while the council captures information that generates valuable insight on its performance against key performance indicators (KPIs).

**“We evaluated a large number of systems and selected Siebel for its comprehensive functionality, particularly the frequently-asked-questions-style repository that is the basis for service delivery. We look at alternatives each time we require new functionality, but Siebel applications remain the unrivalled market leader.”**

Mark Lumley  
Head of IT  
Epsom and Ewell  
Borough Council

The Siebel expertise and development skills of Oracle Partner MphasiS have enabled Epsom and Ewell to integrate third-party applications with Siebel to automate service delivery through end-to-end integrated Web services.

MphasiS’s “best shoring” strategy aligns locations for development and support work—which can be carried out in the United Kingdom or overseas—to best fit each client’s needs. Best shoring has cut the council’s total cost of ownership (TCO) by 50% while dramatically shortening development timelines and accelerating return on its investment (ROI).

With Siebel applications, Epsom and Ewell is providing one-stop service delivery and problem resolution for more services than most other local authorities in England.

### **Innovation Transforms Service Delivery**

Epsom and Ewell implemented Siebel Call Center and Siebel eMail Response as part of an initiative to provide better public service through a resident and business led approach while optimizing use of taxpayer’s money through technology-driven efficiencies. Following its Best Value Review on Customer Contact in 2006, the council looked to focus on the service areas most important to residents. The council conducted a review of how it provided services to citizens and developed customer charters to improve accessibility to services and give customers greater choice in how they interact with the council.

“It was clear that leveraging and extending the use of our existing Siebel solutions would enable us to improve every aspect of our engagement with customers,” said Mark Lumley, Head of IT, Epsom and Ewell Borough Council. “We upgraded to Siebel version 7.0 to create a multi-disciplined contact center with a single point of contact and grouped service delivery around themes that are meaningful to our residents.”

### **Agent Productivity up by 20%**

Siebel Contact Center provides a single repository for all customer history and interaction data at the council’s contact center. The Customer Services Division, a team of 26 people together with 10 back-office service areas follow standardized, procedures for logging inquiries and adhere to processes for resolving queries on an increasingly wide range of issues.

Customer Services center can now manage queries regarding or council tax, planning, waste collections, recycling, bookings fday centers, environmental health, street care, parks and parking fines, as well as a wide variety of other issues. A FAQ -based knowledge management repository provides staff with the latest information on all council services, as well as topical subjects, such as flood warnings.

Employees quickly learn how to use Siebel's intuitive applications, which resulted in rapid improvements in the quality of calls, faster query resolution, and a 20% increase in call center agent productivity. "Siebel Contact Center has enabled us to reengineer processes around customer needs and modernize service delivery," said Joy Stevens, Head of Customer Services, Epsom and Ewell Borough Council. "We have a fantastic customer-centric team at Epsom and Ewell which has helped mean that less than 4% of calls are now lost. We also plan to improve on our 80% first-call resolution rate as we manage more and more services using Siebel applications."

#### **More than 10% of Contacts Now Electronic**

Siebel eMail Response manages incoming emails. An easy-to-use interface and pre-formatted e-mail templates allow agents to provide accurate, consistent, timely information on a wide range of topics. A growing number of clients use the council's Web site to locate the information they need for themselves.

Stevens said. "Web site and e-mail inquiries now comprise 10% of all contacts, a percentage that is continuing to grow. Some 80% of contacts are still made by telephone, but that number is declining each year. Face-to-face visits currently amount to 10% of contacts, but are also becoming less frequent as people's confidence in our ability to resolve queries without the need for a personal visit increases."

#### **Straight-through Online Payments**

The council is using its Siebel applications to offer new, subscription-based services to residents via the telephone or Web site. Transactions are processed online via interfaces built by MphasiS. "Subscription services are very popular," Lumley said. "We had 7,500 applications for a recent garden waste removal service.

### Leading the Way for Local Government

Service delivery managers at Epsom and Ewell use Siebel Reports to analyze how quickly job tickets relating to missing bin collections, recycling, removal of graffiti, and broken street furniture are being resolved. The council plans to use Siebel Reports to collate intelligence from electronic forms and other customer interactions to gain greater insight into the most and least used services, and identify frequent complaints. The council will use the information to create management reports, plan future services, and give councilors a monthly overview of what has been reported in their wards.

“We have combined leading edge Siebel applications with our customer-centric approach to service delivery to provide many new services via the contact center,” Stevens said. “Other local authorities who are engaged in service delivery transformation through technology often approach us for advice and guidance.”

### Ensuring Value for Money

Using Siebel applications, Epsom and Ewell Borough Council has achieved a 100% ROI in 24 months. The council plans to continue expanding the number of services it manages using Siebel to further leverage its investment. Customer surveys indicate that client satisfaction has increased since the upgrade.

### Why Oracle?

“We evaluated a large number of systems and selected Siebel for its comprehensive functionality, particularly the frequently-asked-questions (FAQ)-style repository that is the basis for service delivery,” Lumley said. “We look at alternatives each time we require new functionality, but Siebel applications remain the unrivalled market leader.”

Oracle has continued to enhance Siebel applications, which further reinforces the council’s decision. Oracle’s Applications Unlimited pledge to continue to release new upgrades to Siebel applications and all other acquired solution suites ensures that Epsom and Ewell will benefit from the productivity-enhancing features in Siebel 8.0, such as an intuitive task-based user interface.

### Why MphasiS?

MphasiS, the council's IT partner for three years, provides Epsom and Ewell with technology know-how and process expertise through its 120-strong multi-disciplinary team. A global IT and business process outsourcing (BPO) services provider, MphasiS has implemented and supported Siebel projects since 1999, has access to development resources all around the world, and can scale its involvement up or down to meet client requirements. The company's "best-shoring" approach combines U.K.-based consultancy resources with skilled, low-cost talent pools located offshore to deliver end-to-end project execution at the least cost and with rapid turnaround. In addition to business process development, MphasiS provides second-line user support from its English-speaking teams in both the United Kingdom and India.

"MphasiS's ability to provide us with the optimal mix of on-shore and off-shore options from its global delivery centers is a huge service differentiator and saves us around 50% on development costs," Lumley said. "In line with our policy of benchmarking suppliers against the best in the market, we re-tendered in 2006. MphasiS was the outright winner for cost, performance, technical excellence, and service quality. It is head and shoulders above the competition."

### Implementation Process

The initial implementation of a client-server based version of Oracle's Siebel applications took place in 2001, going live in just 10 weeks. The subsequent upgrades to Web-based version 7.0 took place on time and on budget.

### Advice from Epsom and Ewell Borough Council

- Be clear in your aims and objectives from the outset
- Implement functionality incrementally
- Select a partner with proven credentials

*Epsom and Ewell Borough Council is one of the United Kingdom's smaller district councils bordering several London boroughs. It is relatively affluent, with low unemployment, and an elderly population compared to the national average.*