



# South West Contact Centre Forum Awards 2015

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Best Outsourced Contact Centre  
Jaywing & Motability



## CONTACT INFORMATION

### Primary points of contact

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## **1. ABOUT MOTABILITY**

The Motability Scheme enables disabled people to use their government-funded mobility allowance to lease a new car, scooter or powered wheelchair. The scheme was set up in 1978, and since then, Motability has helped over 3 million people get mobile with a new vehicle.

The Motability Scheme is directed and overseen by Motability, a national charity that raises funds and provides financial assistance to customers who would otherwise be unable to afford the mobility solution they need. Motability Operations is the company responsible for the finance, administration and maintenance of Motability cars, scooters and powered wheelchairs.

## **2. JAYWING AND MOTABILITY**

Jaywing and Motability have enjoyed a successful partnership since December 2013. Over the last few years, our partnership has evolved and we work together successfully as a team with a combined set of core values that put the customer at the heart of everything we do. The Jaywing team really are an extension to Motability's own in-house team.

When discussions first began, Motability had an incumbent supplier in place but were looking to establish a new relationship that was focused on sharing best practice, benchmarking and working closely together for mutual success. They were keen to have a proactive working relationship with a partner that could help them improve service standards, particularly in terms of quality and reporting. After a competitive pitch process, Motability chose Jaywing.

After just two weeks of training, the new team were up and running by the 2<sup>nd</sup> December 2013. Originally, the team was due to load share with the previous incumbent for four weeks, however the transition was so smooth and efficiencies were realised so quickly that load sharing only happened for two weeks – making the official go live day the 12<sup>th</sup> December.

Today, our team of six highly skilled agents provide front line customer service to the public on behalf of Motability.

## **3. TRUE CUSTOMER SERVICE**

We take calls from a wide variety of individuals, with varying levels of knowledge and understanding about the Motability Scheme and each with their own unique situation. Our job is to listen, provide great customer service while supporting and guiding people through the process.

The example below demonstrates how highly we value our customers.

Donna (one of our agents who works on the Motability account) took a call from an individual who had recently contacted us, received some information and now wanted us to talk them through the next steps. The individual had a variety of illnesses and conditions that had to be considered when selecting the right



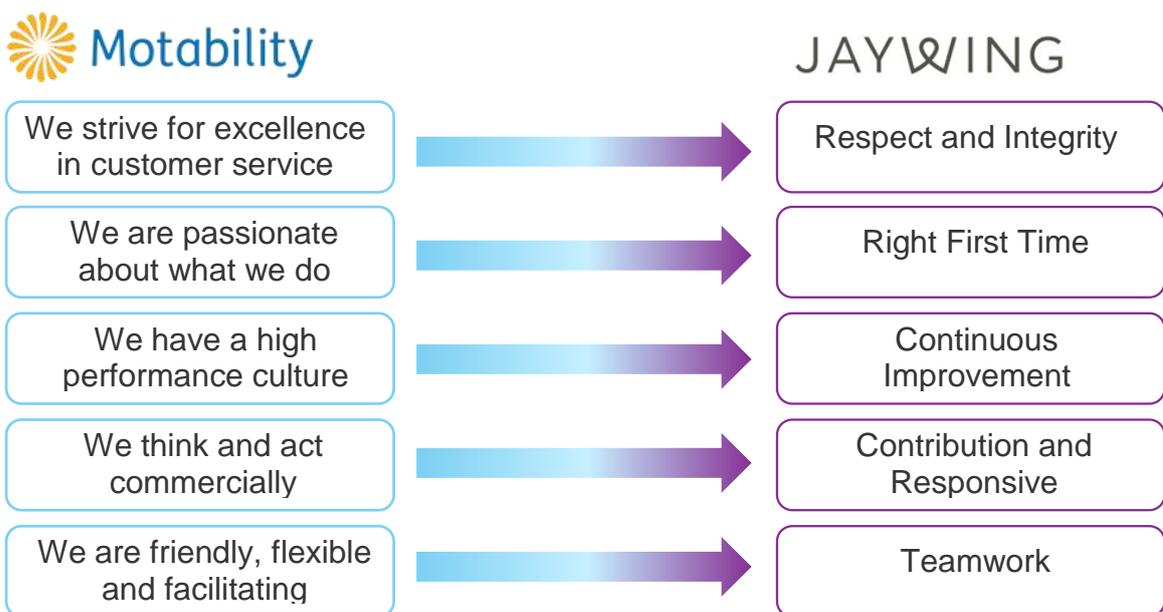
vehicle. Donna handled the call using great positive language; she listened to and discussed the customer needs with the right amount of empathy. Donna personalised her explanation to the prospect, took ownership and worked with the customer to aid and support her through the process. Donna talked her customer through the call and demonstrated fantastic customer service and knowledge about Motability. This meant that the prospect was in the best position possible to organise her Motability vehicle to suit her needs.

To make sure all our agents are delivering the level of service our customers deserve we regularly listen to calls and benchmarked them for performance. In this case, Jordan Kirby (our Campaign Delivery Manager for Motability) and Luke Williams (Dealer and Customer Support Manager at Motability) listened to the call. They benchmarked and scored the call together and discussed the call in detail. The call was then passed to John Bennett (Team Coach at Motability) for his scoring and views on the call. John agreed with Jordan and Luke's scoring and thoughts about the call. Our SLA target for quality is 65% with a stretch target for the team being 70%. Donna's call scored 80%!

Motability's call mantra is: 'Get me – Get the plot – Get it done'. We use this mantra when coaching and call monitoring. We embed this mantra within each of our people so they can be the best they can be.

#### 4. ACHIEVING SYNERGIES

Having synergy between the two businesses is extremely important to both parties, particularly when it comes to core values and what we stand for as a business. At Jaywing, we live and breathe our mission and values and our values directly link to Motability's:





To make sure we are continually aligned and working to the same goals, the Jaywing and Motability teams have key daily, weekly, monthly and quarterly meetings. Both parties benefit from these sessions and they make sure the partnership is working and consistent delivering.

These sessions include:

- Daily Reporting – Jordan (Campaign Delivery Manager for Motability) sends over a report detailing activity from previous day, SLA achievements, resourcing details.
- Regular Phone Calls – Luke (Dealer and Customer Support Manager at Motability) and Jordan speak regularly on the phone, at least weekly.
- Regular Client Presence Onsite – a Motability Account Manager is present on site at Jaywing every other month. While in our office, the Account Manager provides desk-side coaching and one-on-one support to the team to help to achieve consistent results.
- Monthly Meetings – every month Jaywing and Motability get together and review the previous month's performance and set objectives for upcoming months. During these sessions calls are listened to and discussed together.
- Quarterly Meetings – at the quarterly meeting we complete our benchmarking sessions. At the same time, Jordan's coring approach is observed at both at Jaywing and at Motability to make sure the scoring of call evaluations is consistent.
- Marketing Meetings – we also get together with Motability quarterly to discuss their marketing structure and call volumes. This also provides us with the chance to feedback on calls and any trends that we are noticing.

## **5. A PROACTIVE PARTNERSHIP**

It's important to both Jaywing and Motability that we develop and maintain a great working relationship. Thanks to relationship we have, we are free to suggest new ways of working and have successfully implemented several new initiatives that have had a direct positive impact on our customers and that have helped cement our partnership.

One such initiative has been the changes we have implemented to working patterns. Nine months into our relationship, we reviewed the working hours and shift patterns by reviewing how many calls hit the phone line before we opened (on weekdays) and how many calls we received into the line on a Saturday. After reviewing the data, we suggested changing opening hours so they reflected customer demand and to achieve improved cost efficiencies. Now, rather than opening the phone line on a Saturday, we have extended our weekday opening hours so we now operate from 8am to 6pm. This means our agents are available when the calls are coming in which in turn delivers a better service to our customers.



Our work with Motability goes beyond the usual outsourced relationship. We offer support for Motability's 'One Big Day' events that are held annually in May at locations across the UK to raise awareness of the scheme. At the 2015 event, our team were on hand to help with meeting and greeting guests, answering questions, providing general support and imparting their knowledge about the scheme. This was a great help to Motability.

We also joined Motability in Bristol to support them during Children in Need – taking donations at head office and joining in with the fun!



## 6. OVERCOMING OBSTACLES

During the first three months of working together, we discovered problems with the system that meant for the last half an hour of their day, the team couldn't input notes or order anything on the system. The issue was raised with Motability but they needed time to fix the issue from their end. As a temporary workaround, we manually completed the details and inputted them on the system the next working day. We put a process in place to ensure details were accurate and that nothing was missed. The system issues were fixed a few months later and although this was a frustrating time for everyone, the entire team understood the workaround and that everything was being done to put it right.

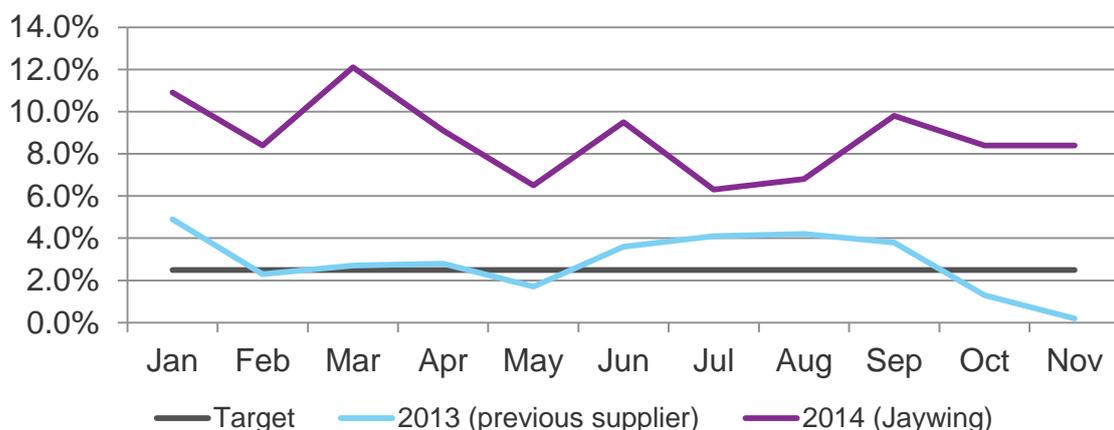


## 7. CONTINUAL IMPROVEMENTS

Over the course of our relationship, we are continually looking at ways to improve the level of service and there are a number of improvements we've agreed and successfully implemented including:

- Incoming Post – We deal with competition entries, returned mail, DWP replies (request for info to be sent out), and returns of lifestyle magazines. Initially any address changes were sent to Motability but we suggested that as they came in to us, that we took responsibility for them. Motability agreed and now we update address changes to save them being posted back and to work more efficiently.
- Outbound Call Backs – In May 2014, we suggested that the online form that customers complete on the website come through to us so we could call the customer back within 48 hours. We had the capacity to do this and so Motability agreed we should take it on – the system is now working really well. We now also process information pack requests submitted via the website and currently process around 120 requests a day. After successfully implementing these changes we also suggested that we complete the call backs received on slips from marketing mailings where a customer had requested one, again to reduce the time in the customer receiving the call and to prevent the request being sent to Motability when we are capable of completing the request. Together, in addition to delivering a swifter response to customers, the changes have helped improve the effectiveness of the team, as these new activities can be completed in-between answering incoming calls.

Throughout 2014 we continued to deliver fantastic results and consistently looked for ways to improve. The graph below demonstrates our results for 2014 for dealer appointments, which is a key focus for Motability as appointments lead directly to sales opportunities:

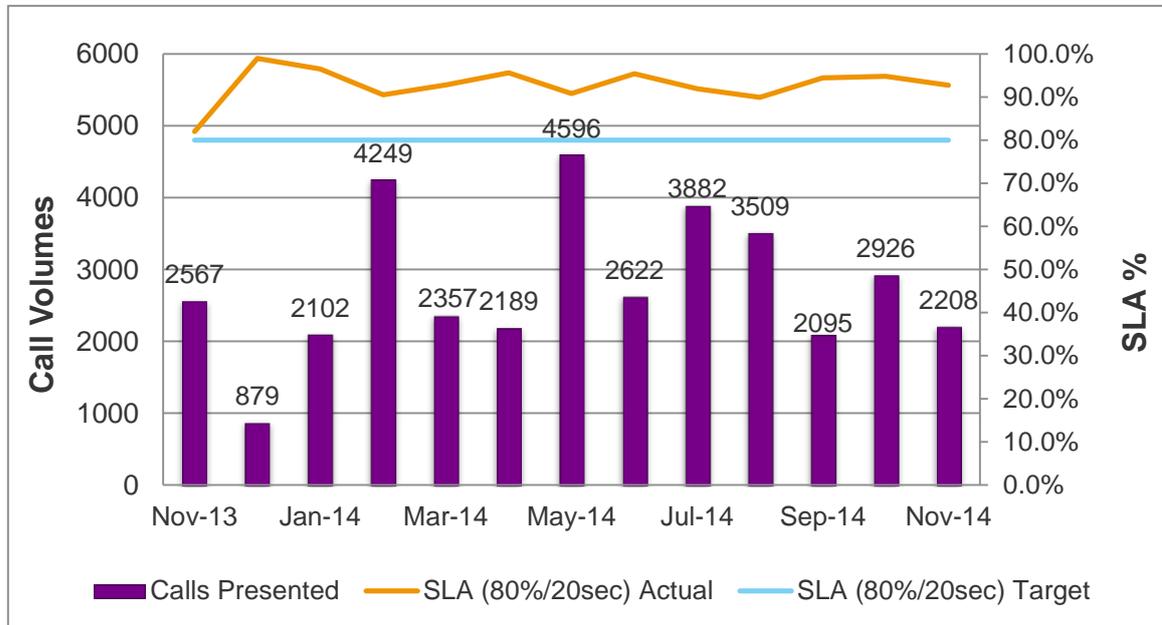


Looking ahead, we have lots of great ideas and plans that we will be implementing in 2015. Motability and Jaywing will continue to work together, support each other and be the best that we can be, as a combined unit with a focus on great service.



## SUPPORTING INFORMATION

### Results Achieved for 2014

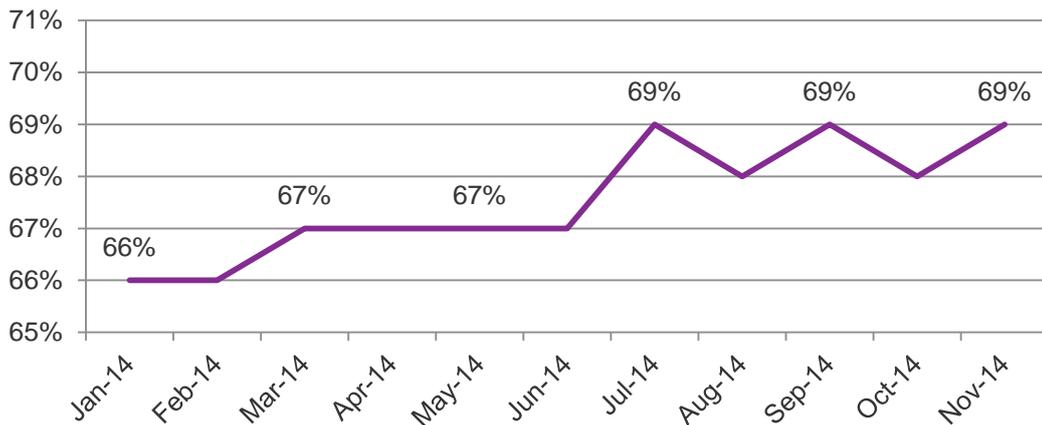


As you can see from the graph above, we consistently achieve targets month-on-month. The table below shows SLA target and actual achievement, abandonment rate, quality, dealer appointment and post volumes for 2013-2014.

	Dec - 13	Jan - 14	Feb - 14	Mar - 14	Apr - 14	May - 14	Jun - 14	Jul - 14	Aug - 14	Sep - 14	Oct - 14	Nov - 14
<b>Calls Presented</b>	879	2,102	4,249	2,357	2,189	4,596	2,622	3,882	3,509	2,095	2,926	2,208
<b>SLA Actual</b>	98.9%	96.5%	90.5%	92.8%	95.6%	90.8%	95.4%	91.9%	89.9%	94.4%	94.8%	92.7%
<b>SLA Target</b>	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%	80%
<b>Abandon (&lt;4%)</b>	0.1%	1.0%	2.4%	1.1%	1.1%	1.2%	1.0%	1.9%	2.3%	1.3%	2.1%	2.3%
<b>Quality (65%)</b>	63%	66%	66%	67%	67%	67%	67%	69%	68%	69%	68%	69%
<b>Dealer Appointments (2.5%)</b>	7.6%	10.9%	8.4%	12.1%	9.1%	6.5%	9.5%	6.3%	6.8%	9.8%	8.4%	8.4%
<b>Post</b>	379	1,687	2,508	542	271	2,373	713	439	2,492	427	428	1,637



This final graph shows the quality improvements that have been made by the team last year. We work closely with Motability to push the team to be the best it can be. The coaching support we receive from Motability, and the benchmarking and the call listening sessions we complete all help with our continually improvement.



Although we consistently achieve target, we are not ones to rest on our laurels and pick a focus area each month that we get the team to focus on. We always look to improve continuously and our current focus is on quality. We are working closely with Motability to review this monthly and are sharing best practices across the team to increase this further.

## TESTIMONIALS FROM MOTABILITY

*“Two years ago the decision was made to transfer Motability’s Prospect Customer call centre operations to Jaywing and the partnership continues to go from strength to strength. The decision to transfer the work was not one that was taken lightly as it meant leaving a long-serving previous supplier in search of what we hoped would take the customer and client experience to the next level. Jaywing ensured our decision was the right one!*

*Excellent customer service is one of Motability’s core values, so when searching for an outsource partner it was essential that they shared the same culture and vision for being at the forefront of customer care. Motability has an incredibly diverse customer base with truly wide ranging needs from us – there really is no one size fits all.*

*Jaywing demonstrated that not only could they deliver all of our traditional KPIs but that they also shared our passion for customer service and that they were dedicated and committed to aligning themselves with us. They incorporated our call quality model, arranged visits to Motability to spend time with our Customer Service staff and immersed themselves in our culture even taking part with Children in Need that was hosted by Motability! This alignment has ensured that when a customer speaks to a member of staff at Jaywing they experience the same award-winning experience as they do when calling Motability directly.*



*The future looks bright for our relationship. Jaywing's appetite for enhancing the customer experience is matched only by their dedication to making the Motability contract work, and I am happy to support their application for Best Outsourced Contact Centre."*

Luke Williams, Dealer and Customer Support Manager, Motability Operations.

## **A DAY IN THE LIFE OF MOTABILITY**

A testimonial from Jonathon Muirhead, Motability Agent at Jaywing

*"What does a typical day in the life of Motability look like? I don't know. I've never had a typical day and that is one of the things I like most about this campaign. Motability callers all have one thing in common – they need our help. Some know what they want and some do not. Some understand what we do and some do not. What I really like about working on this campaign is the opportunities it gives me to educate people about what we do and how we can help them. That doesn't mean, however, that we always tell them what they want to hear! One of the main challenges of Motability is to make it clear to people calling in, what we can and can't do for them. We can, for example, lease them a car, or a powered scooter, or a wheelchair, if they are in receipt of either Disability Living Allowance with Higher Rate Mobility Component or Enhanced Personal Independence Payment. We can advise them what cars or scooters are available, based on their requirements. We can advise them of how to get a car or scooter through their nearest dealer and, if they so wish, put them through to the dealer. What we can't do is give them the allowance, or tell them how they qualify for it. Nor can we recommend any specific cars or scooters to them, tell them how to get a blue badge, help them get a stair lift installed or advise them what painters and decorators are available in their area. Believe it or not, these are all genuine requests we've had!*

*I really enjoy the challenge of this as it helps me avoid the trap of slipping into autopilot and keeps my own knowledge sharp. It also means that I get to expand my own knowledge, as every customer or prospect has different needs and different questions. One may want an automatic, whereas the next one wants a 7-seater and the one after that may want to know what scooters are available. What helps greatly here also is the support and advice that we, as team members, give and receive from each other, as well as from Jordan and our client. I have learned much from listening to the way in which my colleagues engage with and empathise with the people they speak to over the phone, just as I hope they have picked up things from me. This has greatly increased my confidence and enabled me to have a far greater quality of conversation. As well as speaking with people when they call in, we also deal with requests that have come in via our website, [www.motability.co.uk](http://www.motability.co.uk). These can be simple requests for information to be sent out (what we would term "web requests"), which I do every day on behalf of the team, or else they can be members of the public requesting that we call them. This again is something I particularly enjoy doing, as it enables me to use a different set of skills – outbound calling, where I am the one asking*



*the questions first and doing more reassuring for people who may be doubtful as to whether or not they are eligible or have worries such as, what will happen to the car if something happens to them.*

*To conclude, I enjoy working in Motability as it gives me a chance to engage with the public and provide them with advice, help and a great service that can truly benefit them and enhance their quality of life.”*

## **MEET THE TEAM!**



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