

## Putting Customers at the heart of the business

**Company Name:** Telecoms New Zealand

**Location:** New Zealand

**Sector:** Telecoms

**Function:** Customer Services, Field Operations

**Business Challenges:** Improve customer satisfaction by getting it “Right First Time”. Reduce costs. Build programme management capabilities and a culture of continuous improvement.

**Consulting Services:** Performance Improvement, Change Management

**Capabilities:** Organisational Effectiveness, Business Performance Management, Process Excellence

**Client Quote:**  
*“Right First Time has quickly become a widely accepted way of working in our business. Celerant supported us to build the framework, driving the delivery and increase our capability to continue improving the customer experience.” Alan Gourdie, Chief Executive Officer, TNZ Retail*

### Situation

Celerant Consulting was engaged to help Telecoms New Zealand improve its customer experience by planning and executing things “Right First Time”. This would lead to significant cost reductions and be the catalyst to drive continuous improvement in the organisation.

### Approach & Delivery

A fit for purpose change programme was developed and implemented with representatives from the various TNZ businesses.

All processes that directly related to the customer were standardised and improved from end-to-end and specific ‘Right First Time’ measures were built and implemented, ensuring the promise ‘Right First Time’ was delivered every time.

These improvements were supported by a solid Performance Management System (MCRS<sup>®</sup>) that provided clarity and an ability to steer based on data in every step of the process.

The programme was also aimed at specifically building the organisation’s ability to develop future waves of improvements, so a solid programme management office was built and trained to run further projects that would improve customer experience.

### Results

Over \$40M benefit have been approved by the business. In the programme’s first wave, more than 10 measures providing transparency of the RFT performance of the business were developed and included in the reports from executive to shopfloor.

The MCRS<sup>®</sup> has been widely accepted as the framework for company’s performance improvement and over 200 meetings have been coached to grow and sustain RTF behaviour.

A programme management office has been built to further improve the RTF performance and install Continuous Improvement as a ‘new way of working’.

More than 800 people have been trained on topics like problem solving, performance management and root cause analysis.

### Client Satisfaction

After an intensive design and implementation period we can now say ‘Right First Time’ is firmly embedded in the business. The newly learned and practiced tools, methods and behaviours are lived and the client is confident that, by leveraging the competences of the internal coaches, it can go on to deliver an improved customer experience, every time.