



# Case Study 1

## Reuters Customer Relationship Management Centres



# The Challenge

PERFORMANCE  
CLIMATE  
SYSTEM



- Change to Global Customer Service Strategy - 24/7/365
- Change of structure
- Change to a new Siebel CRM IT System
- Relocation of 5 teams from across London & regions to Docklands
- 'Change the performance or change the people!'

## **Managers**

- Did not feel equipped to deal with scale of the challenge
- Many new in role / unclear of role

## **Staff**

- Not motivated to move
- Little communication / between groups / no ownership
- Concern over cost of change
- Anxiety over leadership

## **Customers**

- Dissatisfied with Helpdesk Support

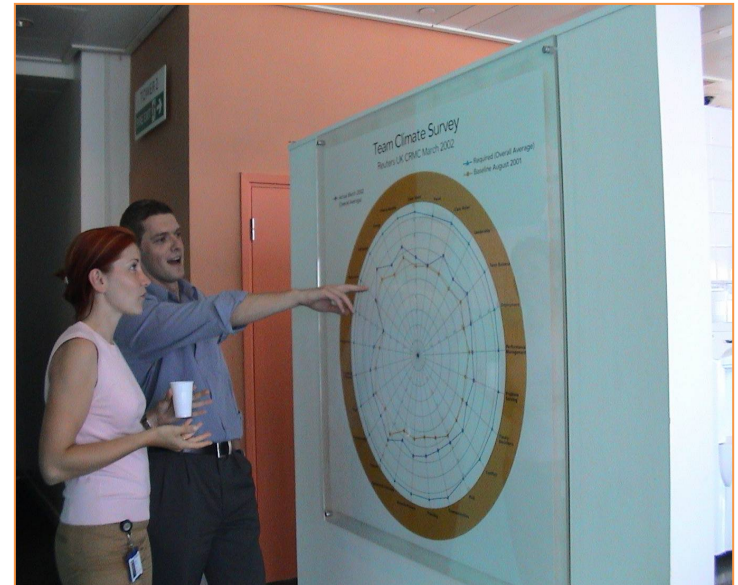
# Our Involvement

PERFORMANCE  
CLIMATE  
SYSTEM



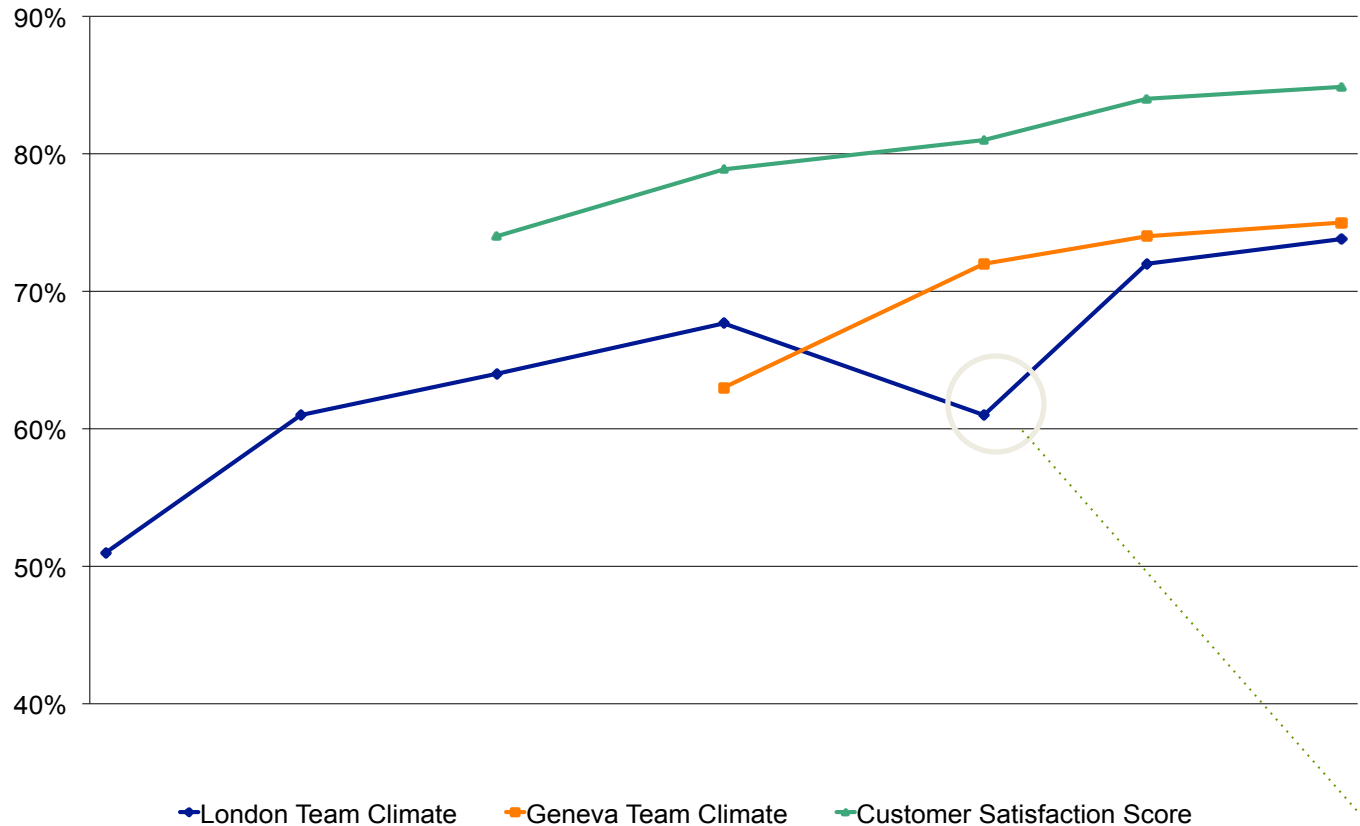
Our Partner, Performance First Limited, worked with Reuters Customer Services over 3 years. Initially in London and then globally across 14 countries.

PCS was used throughout to identify problem areas and gain understanding on how to rectify them, as well as giving the management early warning of issues.



# Results vs. Customer Satisfaction

PERFORMANCE  
CLIMATE  
SYSTEM



A sudden decline in PCS® results 2 years in highlighted an issue in London. Using PCS® feedback the leader was able to identify the problems and resolve them immediately.

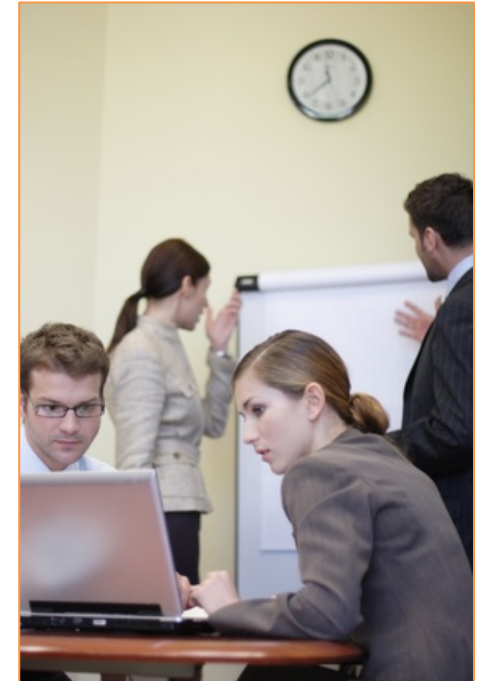
# Return on Investment

PERFORMANCE  
CLIMATE  
SYSTEM



## Consistent improvement over 3 year longitudinal study

- Large improvement in management skills
- Staff turnover: **49%** to **<5%** (Saving £1m)
- Sickness / Absenteeism: **12%** to **2%** (Saving £700k)
- **28%** improvement in organisation climate (56% to 72%)
- Similar improvement in Customer Satisfaction
- UK CS Director promoted
- PCS<sup>®</sup> adopted as standard survey across Reuters globally.  
Deployed in 300 teams and 14 countries.



**“PCS<sup>®</sup> became fundamental for developing leaders and managing performance. It was included in all team leaders annual objectives”**

Martin Yates, Director Customer Service Europe