



## Client

Nationwide

## Industry

Financial Services

## Country

United Kingdom

## Challenge

To create enhanced functionality for the clients credit card platform and build a turnkey solution which encompassed a contact centre supporting their aspirations for developing customer experience

## Solution

Design, build, operate and transfer a dedicated purpose built facility for Nationwide through the TSYS MS EMEA JV.

## Nationwide - Design Build Operate Transfer

### Client Overview

The Nationwide Building Society was established in 1846, since then Nationwide has grown to its present size of more than £100 billion in assets through more than 100 mergers, most notably the merger between Nationwide and Anglia building societies in 1987 and between Nationwide and Portman in 2007. Nationwide is the largest building society in the world, the UK's second largest mortgage lender and second largest savings provider, serving around 13 million members.

### The Requirement

Nationwide required enhanced functionality from their credit card platform, and a turnkey solution which encompassed the contact centre. They required a contact centre which would support their aspirations for developing the customer experience.

### Solution Provided

Merchants tabled a unique solution through our joint venture company, TSYS Managed Services EMEA. We would construct a dedicated site for them alone, instead of locating them in an existing building or shared location. The facility would be literally 100% purpose built, using Merchants Design, Build, Operate, Transfer methodology (DBOT).

As part of this methodology Merchants managed the design and build of this complex contact centre, on behalf of TSYS MS EMEA who would operate moving forward.

Merchants and Dimension Data brought proven experience in the areas of designing bespoke contact centers across all areas, covering people, process and technology. We undertook a national location assessment which identified Coventry as an optimum location. Coventry's workforce had grounding in financial services skills and a reasonable level of unemployment due to industries that had recently left the location.

The design and build phases involved management of:

- Construction and fit out of a custom-designed 2 storey, 300 seat contact centre from a Greenfield site – 30,000sq ft.
- Design and implementation of an IPCC contact centre infrastructure including network, transactional IVR, Nice call recording, IEX WFM and Magnetic North predictive dialer.
- Documentation of operational procedures across all the contact centre functions, to support Customer Services, inbound and outbound Collections, Complaints, Fraud and Disputes and Chargebacks activities.
- Managing the recruitment and training of the management team and advisors

The set up commenced early 2007 with a go live of 9 March 2008, when Nationwide's credit card processing activity moved across from the previous supplier to TSYS. Hitting this deadline was imperative as Nationwide would incur penalties if they continued to use the incumbent supplier past this date.



## Results

- ▲ CMC customer had one single point of contact to talk to Tektronix. This set new service levels for customers
- ▲ During busy periods customers were dealt with by a combination of live operator or interactive voice response (IVR)
- ▲ After 12 months of operation, 70% of calls were technical enquiries and 30% general, pre-sales and product enquiries

## Project Management

Merchants Project Manager and Project Director were responsible for the delivery of the contact centre; which included IT, Operations, Risk, HR, Training and Facilities work streams. This formed part of a larger more complex program, involving deliverables from many organisations across multiple time zones.

As always, the contact centre is the key place where all component parts come together; and interact with customers at the same time. Managing interdependencies within the program as a whole proved challenging, but through careful planning and building close relationships in each area of the program, this was done effectively.

As there was a 'cut over' of all the activity from one provider to another, this meant that the contact centre would have to become operational as a 'big bang', everything moving into operational readiness at one point in time. This is a much greater challenge than a gradual or ramped up approach.

The contact centre went live on schedule at 2am on Sunday 9th March 2008.

## Construction and Setup

The timeline presented a challenge, as the initial timeline was 4 months planning plus a construction timeline of 14 months it was later reduced to 13.5 months for the combined activities.

We worked with the landlord and identified a number of innovative construction techniques which would reduce the build time to 10 months.

Although this strategy was not without risk, these were considered worthwhile in order to achieve the go live in March 2008 with the building being handed over in mid February 2008.

There were added benefits that these techniques and materials produced a building with a 'green' footprint.

The construction took place through one of the wettest summers on record, and whilst not without its challenges, the partnership between Merchants, TMS, the Landlord and Pettiffers construction team, all of whom were totally committed to achieving the timelines, resulted in the building being constructed, fitted out and handed over one month earlier than planned.

## Operational process and procedure

Merchants consultants worked with the TMS operational team to design the operational processes which 'wrapped around' the system-specific processes; providing key support in the areas of Fraud and Disputes and Chargebacks.

## Design and implementation of Cisco IPCC contact centre infrastructure

Dimension Data designed and built the contact centre infrastructure including the IP voice and data networks, transactional Cisco IVR, Nice call recording, IEX WFM and Magnetic North predictive dialer. The time-constraints associated with the construction had an impact on this area of the project. The comms room was released to IT in early December and testing and training were due to start in January. In order to deliver the technology components in time it was necessary to stage the build off site and then move and re-test on site.

## Recruitment and training

Merchants consultants commenced the early recruitment of the management team for TSYS Managed Services, so that they could be fully involved in the design of their centre. Activity then transitioned over from the Merchants consultants to the TMS operational management team who went on to recruit and train over 200 people ready for the big bang go live. The key challenges in training were the logistics of training so many people all at once; together with the desire to inject the Nationwide culture fully into every element.

The benefits of using Merchants experienced consultants to complement their own operational resources ensured the right skills were deployed onto the project. The combined team approach with the operational team helped create a smoother transition of knowledge into the running of the operation.