

## Testimonial

### Virgin Media



### Background

Virgin Media (VM) is a leading entertainment and communications business providing the first “quad-play” offering of television, broadband, fixed line telephone and mobile telephone services in the U.K. It also provides one of the most advanced TV ‘on demand’ services available in the market and mobile virtual network operator and the second largest provider in the country of pay television and fixed line telephone services. VM’s cable passes about half the homes in the UK and the company’s business proposition is to provide the best and the fastest broadband on the market.

In addition to targeting further customer growth, a key focus is on promoting client retention and reducing customer churn. This is being supported with an operational focus on improving the entire customer experience including: first contacts, installation, call handling, billing, provisioning and customer support. At the same time operational improvement focus is on capitalising on the organisation’s competitive advantages and driving operational efficiency.

Eighteen months ago VM created an improvement plan focused on the ‘customer journeys’ with an initial focus on the ‘join journey’. This covers the process from the point of sale and order entry, through to installation and 30 days post-installation. A fundamental element of the improvement plan is a process excellence and improvement programme based strongly on Lean principles.

**oee** are supporting the improvement programme working with Peter Evans, Quality Director at Virgin Media, and his team of Lean Sigma Professionals. A key output is the creation of what VM calls ‘Lean Model Offices’.

### The Virgin Media perspective - Peter Evans, Quality Director:

**oee** have excellent people and a proven approach developed through successful Lean implementation work across the services sector. Their role has been critical to VM’s programme through provision of the core improvement model, successfully transferring skills to our improvement team and line managers alike, and supporting thought leadership and culture change.

**oee**’ expertise enabled us to deliver some highly effective early improvements in telesales, where ‘sales order entry’ had historically exhibited performance issues resulting in installation & service problems at the customer end. This became the ‘pilot model office’ and delivered some very significant performance improvements, which have been sustained by the telesales teams. Engagement from telesales staff was excellent and feedback extremely positive.

The early success created a group of advocates at senior management/director level and a real appetite to see deeper and broader implementation. Through 2008 the programme delivered similar success stories in Customer Concerns (reducing backlogs and operational losses), Telephony Operations and Installation Support (reducing failure demand and freeing up capacity); and latterly moving into our Installer Depots where improvements exceeded expectations in a difficult front line environment.

From a practical standpoint **oee**’s team have been comfortable working at all levels within VM from senior management to front line operations. They thoroughly understand the sensitivities of matching the Lean message and the improvement approach to the very different issues and environments across our business.

**oee** are currently supporting VM on a number of related initiatives including the establishment of a Lean Sigma Academy. This will stimulate and support thought leadership and also provide the vehicle for our staff to gain accredited training and coaching in Lean. **oee** are the only business in their field approved to provide Lean training, coaching, development & certification against Cardiff Business School’s Lean Enterprise Research Centre (LERC) Lean competency system. In working with **oee**, VM has had the very beneficial opportunity to engage with other major service businesses and their operational improvement teams and we have exchanged visits and shared best practice.

The relationship between **oee** and VM has developed from one of external consultants and customer, to that of key members of our virtual Lean team. We look forward to continuing to work with **oee** as part of our operational improvement programme, which will be rolling out to the other ‘customer journeys’, and in the ongoing LERC assessment and accreditation programme which **oee** is delivering for us. There is no doubt that **oee** have underpinned the success of our programme so far.

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