



BAXI

Case Study

Being Brilliant. The power of technology to transform the mobile workforce, delight customers and drive business growth.

Baxi is the UK's leading brand in both the manufacture and servicing of gas boilers. With headquarters in Warwick, their customer support operation consists of over 100 call based staff and 220 field based engineers covering the whole of the UK, each completing six to seven visits per day. Over the course of a year, Baxi will repair or service approximately 270,000 boilers, keeping the heating on and the water hot in homes all over the UK.

Introduction

Over recent years the service industry has undergone significant change, much of which has been driven by developments in technology. But technology is only part of the story. The most radical changes, and the greatest improvements in productivity, effectiveness and customer experience, come about through cultural, as well as technological innovation.

Cognito iQ

REDEFINING SERVICE

Background

The period since the late 1990's has been transformational for Baxi. There was a need, as in many field based organisations, to automate, introduce mobile workflow and take more control of operations, all of which Baxi accomplished, enabled by investment in Cognito iQ's solution. But Baxi's service leadership didn't stop there. Today, the company's focus has changed from 'fixing boilers' to putting customer experience at the core of their operating model.

The historical challenge: Lack of visibility

In the late 1990's, visibility of the field operation was a major problem for Baxi. Before installing Cognito iQ Mobile, it was difficult to ascertain a true picture of what was happening in the field and it was easy for engineers to 'disappear' or be off the radar. There was little way to track workflow throughout the day and engineers had to dial into modems to download their jobs for the following day. Completed jobs were recorded on paper and faxed back to the office or sent by post. It was a constant struggle, at a management level, to drive efficiencies and improvements. Today it's a totally different story.

"Our whole ethos is now about Being Brilliant. The 'Being Brilliant' culture, combined with technology to deliver against that promise has seen the service operation evolve. We've gone from being an almost independent part of the overall business to, today, making a real contribution to Baxi's growth and profitability in line with our mission of 'earning life long customer loyalty'."

Howard Ruston
National Field Operations Manager, Baxi



The original solution: Real-time information

At the heart of Baxi's call centre is a large operational display which features the Cognito iQ Mobile platform. This shows the field operation in real-time, enabling the back office to monitor the workforce and make immediate decisions. Instant two-way communication and the integration between the field and back office enables Baxi to react quickly to incidents, redeploy engineers when needed, maximise resource and parts, and deliver a more efficient and professional service to the customer.

Baxi's engineers access Cognito iQ Mobile via their mobile devices. The workflow application guides them through each shift, and the jobs they need to complete, and connects them to information and updates in real time, reducing errors and ensuring SLA and HSE compliance.



Howard Ruston, says

"The technology has enabled us to look at things very differently and get our people involved. Cognito iQ Mobile enables our engineers to be proactive in delivering brilliant customer service."

He goes on to give an example of how engineers can access parts stock from their handheld device, so if they can't complete the job there and then, they can tell the customer exactly how long it will take to get the part and when they will be able to come back and install it. Howard Ruston adds "You can't always fix the problem on the first visit, but when customers see the engineer ordering the part and making a new appointment, they are impressed and, typically, feel satisfied with the whole experience."

Cognito iQ Mobile captures and classifies all of the engineer's activities, together with GPS information, creating an electronic Time Card - a detailed picture of the shift. It's this uniquely detailed activity data which gives back-office operations unrivalled real-time visibility of the entire workforce.



The latest development: Cognito iQ OPM

Access to such detailed information is empowering, giving the Baxi Service Management team the ability to make informed decisions, and to react to service issues in real-time. But the benefits don't stop there. Baxi was one of the early adopters of the Cognito iQ's Operational Performance Management (OPM), an analytics tool which takes real-time data from Cognito iQ Mobile and presents it in a series of clear, easy to understand dashboards and reports. Howard Ruston can look at a wide variety of performance metrics, and compare across time periods, regions, teams or individual workers. He can compare actual job outcomes with what was planned – duration of jobs, travel time, SLA compliance – to spot gaps in the process and opportunities to improve. OPM has given him the ability to drill down into detailed operational and employee performance data, to reflect on what is working in the business, and where improvements are needed, and to drive a programme of continual improvement.

Being Brilliant at Baxi

Howard Ruston has used this new visibility and access to analytics to empower and enthuse the workforce. The 'Being Brilliant' ethos has taken hold; engineers feel that their work is noticed and valued, which has engendered a climate of healthy competition between teams, combined with genuine care about the customer experience that is delivered and constructive conversation about how to employ best practice across the board. Engineers are hungry for information on their performance (Customer Satisfaction Scores, First Time Fix rates) which has led to bonus schemes and league tables being developed to capitalise on the passion to deliver brilliant service. Across the various UK regions Baxi is seeing individual teams develop their own practices such as WhatsApp groups to be able to work smarter and more efficiently. The more information is available, the greater the understanding of where improvements can be achieved, the more engaged the engineers, the better the customer experience and the higher the productivity rates. It's a powerful transformation and the Cognito iQ platform has played significant role in enabling this.

Results

- **Improved FTF rate by 2% which is equivalent to 4,000 more jobs being fixed first time over 12 months since Jan 2015**
- **Gaps in diary are filled using the 'Find A Job' function within the Cognito iQ Mobile Application. Enabling engineers to find queuing jobs and bring them forward if customer is happy to receive the engineer. Over 12 months the job completion rate is 3% over jobs allocated - a significant increase in productivity**
- **Customer Satisfaction scores improved by 2% to 90%**

What's next for Baxi?

Howard Ruston has a clear vision for the future. "We want to improve our appointment booking process and be able to offer our customers a clearer view of appointments in the future. Our aim is to give our customers more transparency of where their jobs are in the queue"

He explains that developments in industries such as home delivery are driving customer expectations for faster and more immediate service, adding

"It's no longer acceptable to have to wait at home from 7am until 7pm for an engineer."

We think Baxi is inspirational: a clear example of how technology can be implemented sensitively and intelligently to engage employees, delight customers and drive business growth.

Howard Ruston adds

"Having the knowledge and visibility to see what is happening in the field gives us the power to make the right decisions at the right time. This deep understanding of our business facilitates new processes getting us closer to achieving our mission of Being Brilliant for our customers".





About Cognito iQ

Our software provides enterprises with real-time interaction and visibility of their mobile workforce to continually improve operational capability.

For over 20 years we have led the way, developing ideas and solutions with our customers to differentiate their business by providing exceptional customer experiences.

From design and build through to our ongoing UK support, we strive to provide customer excellence and we're proud to work with some of the biggest names in the business.

For more information, visit our website CognitoIQ.com
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