

Case study

Client: HM Revenue and Customs (HMRC)

Project: Customer contact analysis

Dates: September 2005 – April 2006

Carried out by: Peter Hyde

Requirement

This work grew out of earlier reviews by the Inland Revenue (which merged with HM Customs and Excise to form HMRC) of its individual contact channels and the subsequent development of an HMRC channel strategy for customer contact. The department did not have an overall view of the totality of customer contact and was therefore unable to monitor the effectiveness of its channel strategy and lacked a shared view of likely future trends.

What we did

The work took place in three phases. The initial phase consisted in building a snapshot of customer contact across all channels and lines of business for a single year. The second phase involved extending this for three further years to produce a trend analysis and the third involved building a series of annual spreadsheet models which allowed total customer contact to be broken down by line of business and potentially by customer segment. The work involved developing a rigorous conceptual model of contact, assembling and interpreting large volumes of dispersed data and constructing a complex series of spreadsheets to aggregate and apportion the data. The final and most rewarding part was to identify the underlying trends and dynamics.

Outcomes

The work helped to raise the profile of customer contact as a key measure of the department's activity and a key factor in its efficiency plans (it is a major cost driver). The analysis has been used to inform the department's Comprehensive Spending Review submissions. The ongoing maintenance and development of the spreadsheets and the development of a predictive model has been carried forward by HMRC's internal analysts.