



Case Study: Kansas City Power & Light



Customer Overview:

Kansas City Power and Light (KCPL) is a regional electric utility serving over 490,000 residential, commercial, and municipal customers in northwestern Missouri and Kansas, including the Kansas City metropolitan area.

Challenges

Three years ago the Customer Service Center at Kansas City Power and Light (KCPL), was overwhelmed by the volume of incoming customer inquiries: phone calls, faxes, emails, and US mail. "We didn't even know the actual number of inquiries we received or processed before we implemented the Global 360 solution," said Baris Sahin, Project Technical Professional, KCPL.

The Customer Service Center's processes were highly inefficient and error prone. Several times a day employees would collect and count the mail, faxes, and email by hand. The inquiries would then be handed off to the customer service representative in a hard-copy folder, with instructions to complete as much as possible and turn in the remainder to the next shift. Documents were not pre-sorted by type, so low and high priority documents received the same treatment. And, since the date and time of receipt was not recorded, more challenging inquiries frequently seemed to be bypassed and placed back at the bottom of the folder. In fact, many such cases "disappeared" altogether. Locating multiple documents related to a single case was time-consuming and too often unsuccessful. Customer complaints that multiple inquiries had been made with no response became commonplace. Call center representatives would frequently have to place callers on hold while they left their work station to search for documents related to the caller's account. Managers had no solid estimates of the time required to process a document, so employee performance benchmarks became difficult to establish. Individual employee performance appeared to vary significantly from individual to individual, and before morale and effectiveness waned.

By 2002, KCPL's customer service process breakdowns were all too apparent to management. Management identified the primary process roadblocks and realized they needed to leverage business process management to:

- » Deploy electronic document management
- » Launch an automated aggregation and filing system that insures document audit trail integrity and instant access
- » Develop an efficient resolution workflow that automates prioritization and routing of customer inquiries to the appropriate resource
- » Automate customer correspondence processes

Solution

In search of a better way, KCPL looked to Global 360 for help. Global 360's emVision360 was just the right solution—a highly scalable document management and workflow system with robust process automation and operational efficiency components. Today, all incoming mail, faxes, and web queries are imported automatically into the Global 360 system. Document retrieval has been made enormously more efficient. Call center representatives can now reference the current callers

Challenges

Overwhelmed by the volume of incoming customer calls, KSP&L needed an end-to-end customer service process management solution to automate customer correspondence procedures, gain visibility into customer correspondence, automate document aggregation, and enable compliance monitoring.

Solution

KCP&L deployed Global 360 process and document management solutions to provide a highly scalable document management and workflow system for multiple departments to integrate all customer touch points, increase business speed, and improve customer service.

Results

The Global 360 deployment has provided KCP&L with 100% inquiry resolution, an efficient customer correspondence process, reduced document retrieval costs, eliminated misfiled or lost documents, reduced inquiry time, and enforced procedure compliance.



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correspondence instantly without placing the caller on hold or leaving their workstation. Responses via email, mail, or fax are generated by an easy-to-use checkbox form.

Customer Service managers are able to view the volume of work requests and the type of request with associated priority level, enabling resources to be reallocated/optimized as necessary between the mail center and the call center. Managers are able to drill down to see a complete audit trail of every document in the system.

"Now we know how many documents each rep processes, how long they take to complete the response, etc. and we can add a performance measure to it," said Regina Hogan, Manager of the Care Center. While management did not formally track statistics from the period when they managed the paper-based system, they do know that the current volume has increased and they've been able to reduce staff in the customer service center by four team members.

Results

emVision360 is providing KCPL with an end-to-end customer service process management solution. Multiple departments are now part of a BPM closed loop that addresses the many touch points with customers, translating into business speed, greater efficiencies, and better customer service. The company has decreased its overall customer service processing time dramatically, and attributes this speed to its ability to find the information and respond quickly and easily.

"Our customer correspondence and turn around has greatly improved—our processes are efficient and ensure our customer's needs are addressed correctly and promptly,"

said Regina Hogan, Manager of Care Center