

Housing Association – Program and Change Management to Place The Customer At The Heart Of The Organisation

Client Objectives

Our client, one of the UK's largest housing associations, undertook an 18 month organisational change program. The organisation had a decentralised structure in which different operating companies dealt with customers through a variety of touchpoints. What this meant was that the customer experience of the organisation varied depending on which touchpoint and operating company the customer visited. The change program sought to address this situation by moving the organisation to a shared service structure which placed the customer at its heart and realised operational efficiencies for the business.

The client needed external assistance to ensure that the change program was managed effectively and the new operating model was implemented and embedded.

maia's approach

maia consulting provided program management and business consultancy support throughout the 18 month program. We were able to take our client's objectives and formulate a strategy and operating model to make them a reality bought into and adhered to by internal and external stakeholders. Some of the services and skills we provided were:

- Full program management including project planning, project governance, workshops, stakeholder management, and issues and risk management for a six project, multi-discipline program of change.
- Leadership of the change management team, comprised of senior board members.
- Definition of the Current State Requirement, process mapping, and time and motion studies to define business requirements across the group.
- Definition of the Future State Requirement – a shared service operating model which delivered the client's strategic objectives
- Process re-engineering enabling a more efficient operation which fitted the new organisational structure
- Stakeholder management – effectively communicating the aims of the program ensuring buy in.

- Benefits and financial viability management – maia were able to provide the board with assurance and justification for the project.

In addition, our program management team were able to draw upon the multi-skilled and experienced consultancy team at maia to provide additional consultancy and training support in the following areas:

- Contact centre set up – maia were able to set up and recruit for the contact centre which was central to ‘putting the customer at the heart of the organisation.’ We designed and managed assessment centres to recruit staff from agent level right up to the level of contact centre manager. In addition, we also supplied an interim contact centre manager whilst the recruitment process for the permanent position was underway.
- Document Management – maia reduced the organisation’s storage requirements by 70% in preparation for the move to a new office and implemented a scanning and archiving solution which changed the way in which paper was managed in the building (full case study available)
- Customer Management – maia mapped and assessed touchpoints across the business, both before and after the change program, and formulated a complete customer management strategy designed to ensure that customers’ needs and wants were met by the organisation. (full case study available)

The results

maia successfully program managed the transition of the operating model, the set up of the contact centre, and the implementation of a new customer management and document management strategy to fulfil the client’s stated aim of ‘placing the customer at the heart of the organisation.’

Our team were not only able to manage the program through to a successful conclusion, but also left the client with a set of change and business management tools which enabled the organisation to continue to change and evolve without adversely impacting its stakeholders.

If you would like to talk to us about how we can help your business, we would love to hear from you. You can contact us on contactus@maigroup.co.uk, telephone us on 0870 7744220, or visit our website at www.maigroup.co.uk