



Jennifer Scott

Capita

2009

CAPITA

Introduction

- **Jennifer Scott**
- **Worked at Capita since transfer from the Prudential in April 2008. Previously have worked at Prudential since 1995**
- **Work in the Capita Life and Pensions division – on the Prudential account**
- **IT Programme Manager – Transformation. Responsible for the Contact Centre transformation programme**

Capita – An Overview

**‘The biggest company you
have never heard of’**

CAPITA

About Capita

- Formed 1984 - now have close to 30,000 staff
- Our overriding aim is to build a sustainable business that delivers value to all our stakeholders, primarily our clients, employees and shareholders.
- Our passion for service and proven business model position us at the forefront of the BPO and professional support services marketplace.
- We are a flexible, committed partner to our clients, working with them to deliver high quality, modern services to their customers and communities. We focus on achieving measurable step changes in service delivery – increased efficiency, quality and accessibility.
- Our skills lie in re-engineering and improving processes, harnessing the most appropriate technology and introducing new ways of working. We can transform and deliver the essential support functions common to most organisations.
- Our expertise comprises customer contact services, back office administration, human resources, treasury and financial services, information technology and software services, strategic support and property consultancy.
- Our goal is to make a difference, whether we're delivering one discrete service or playing a major role in transforming or setting up an entire organisation or function.

CAPITA

Sustainable leadership position in a growing market

Key Strengths

UK BPO leader
Complete service portfolio
Unparalleled network of business centres
Proven delivery capability
Strong order book and high win rate
Prudent accounting and cash conversion

UK BPO Rankings by Market Share*

No.1 provider of BPO services
No.1 ranked No.1 in Insurance
No.1 ranked No.1 in Finance (incl Insurance)
No.1 ranked No.1 in Central Government
No.1 ranked No.1 in Local Government
No.1 ranked No.1 in Other Services

“Our broad portfolio of services mirror the support functions of most organisations. We use our skills to help organisations transform and modernise their operations, adding value through improvements in the cost and quality of their service infrastructure.”

Paul Pindar, Chief Executive



Our Markets



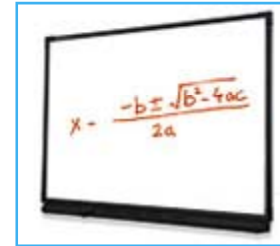
CENTRAL
GOVERNMENT

12%



LOCAL
GOVERNMENT

20%



EDUCATION

12%



LIFE &
PENSIONS

16%



INSURANCE

8%



FINANCIAL
SERVICES

5%



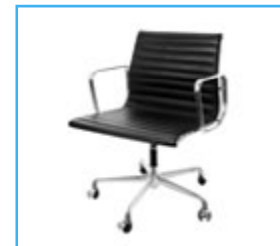
TRANSPORT

5%



HEALTH

1%



CORPORATE

22%

% split of 2008 Interim Revenue

CAPITA

Our Business Approach

What we do

- Construct and deliver robust business transformation programmes
- Re-engineer and improve processes
- Introduce new ways of working
- Increase service efficiency, quality and effectiveness
- Harness the most appropriate technology
- Apply innovative solutions

What we deliver

- Improved customer service
- Reduced operating costs
- Enhanced revenues
- Commercial certainty

Partnership model

A few clients

Public Sector

Private Sector

CRB
Criminal Records Bureau

Birmingham City Council

Cumbria COUNTY COUNCIL

SOUTHAMPTON CITY COUNCIL

BBC

City of Westminster

DWP

BLACKBURN and DARWEN

SWINDON BOROUGH COUNCIL

Harrow COUNCIL LONDON

urbanvision

DSA

CAPITA Gwent consultancy

BERR
Department for Business Enterprise & Regulatory Reform

Teachers' Pensions

MARSH

PRUDENTIAL

DSG international plc

Resolution

cts
Co-operative Insurance

The Children's Mutual

BIHH

HBOS plc

eIRCOM

ZURICH

BT

Canada Life™

Lincoln Financial Group®

ST. JAMES'S PLACE CAPITAL plc

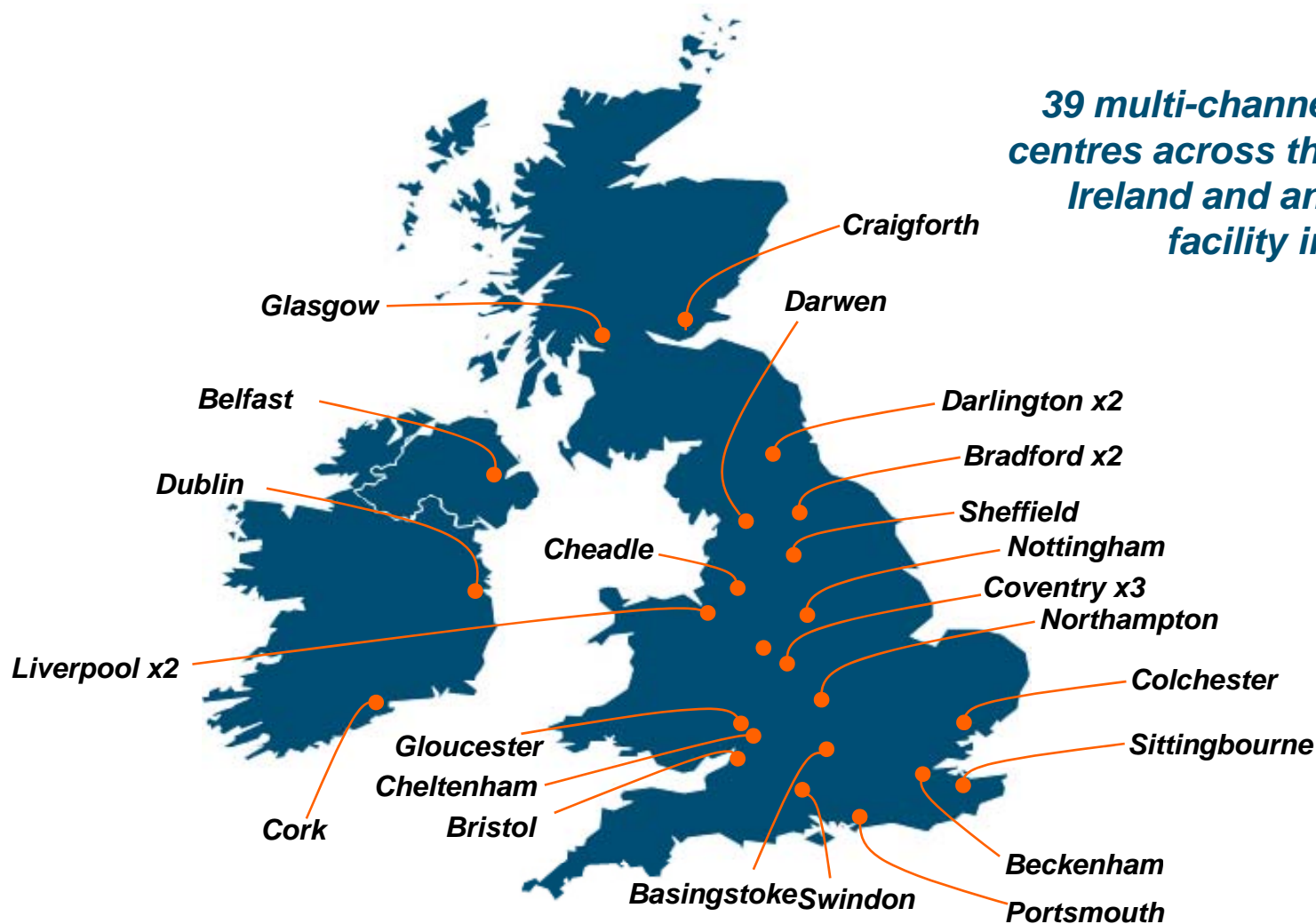
52%

Split by turnover
2007

48%

Our Contact Centre and Operational Experience

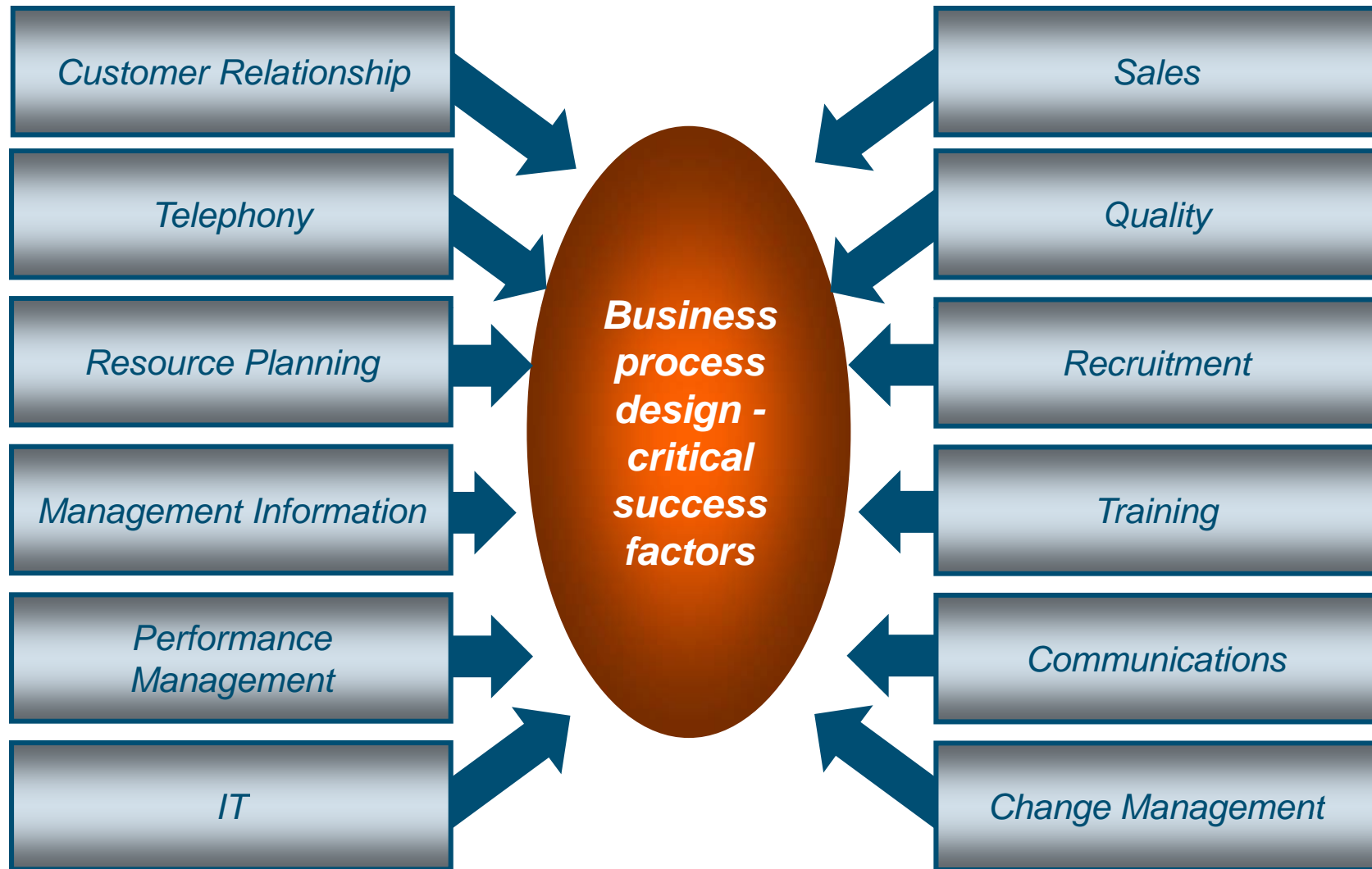
39 multi-channel contact centres across the UK and Ireland and an offshore facility in Mumbai



Contact Centre Transformation

CAPITA

Prudential Transformation – Due Diligence



Prudential Account Contact Centre Transformation

Starting Point



- Capita started services for Prudential on 1/4/08
- Prudential has a very clear call centre strategy – Policy Holder calls are taken off shore in Mumbai. Adviser calls are taken on shore in Craigforth, Scotland
- Mature call centre and processes - High Quality, gold plated service
- Large and disparate policy base serviced by contact centres – Large training effort required before staff are able to go live
- High attrition rates in the UK and Mumbai
- Proactive customer retention strategy

Prudential Account Contact Centre Transformation

*Transformation
Programme*

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graph TD; A[Transformation Programme] --> B[Capita's Aim]; A --> C[How we went about it];
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Capita's Aim

Reduce costs and increase productivity whilst preserving the customer experience and ensuring that all quality targets are still met.

How we went about it

1. People
2. Process
3. Technology

Prudential Account Contact Centre Transformation

People



- Identified a number of key SME's from both the transferred Prudential staff and from within the wealth of experience that we have in Capita to build the transformation team.
- Carried out a full training programme for all call handlers in Mumbai – to give them a 'toolkit' of skills to answer the calls
- Carried out a series of team manager training sessions with first line managers in Craigforth and Mumbai to help them gain the skills to concentrate on managing teams more effectively

Prudential Account Contact Centre Transformation

Process



- Carried out a full review of current processes and suggested improvements based on both employee feedback and Capita experience
Focusing on increasing the first call resolution and reducing average handling time
- Carried out a programme of work to implement the process improvements identified above
- Carried out a quick wins programme of activity in Mumbai - achieved a positive customer reaction immediately
- Have achieved a reduction of 10% in AHT to date and are on target for hitting 20% by the end of June 09

Prudential Account Contact Centre Transformation



- Implemented Call routing with Natural Language from November 08. 9 contact centre areas and to date we have implemented call routing into 4 of these so far.
- Basic CTI pop included in this – allowing basic information captured to be passed to the call handler as they receive the call
- Rolling this out to the remaining contact centres starting on Monday
- Increasing the offering to include ID&V of all calls from July 09 – including interfacing into the Pru CRM tool and presenting the call handler with all the customer information

And Finally

- Questions?