

The right answer was training - not more technology

£150,000

FORECAST BENEFIT

Business-case value by 2020

£5,000

FORECAST ANNUAL COST

Two-minute call-time change

About 2 months

FORECAST PAYBACK

Not audited realisation

Operational challenge

- Smart-meter installation failures created downstream operational work and avoidable demand.
- The apparent opportunity could have been treated as a back-office automation problem.
- The key question was whether the failure should be prevented upstream rather than processed faster downstream.

What Leania did

- Used Gemba observation, value-stream analysis and stakeholder discovery to identify the processes driving most workload.
- Traced avoidable work back to upstream call handling and installation preparation.
- Developed a business case for targeted training and a small increase in upstream call time rather than new software.
- Quantified estimated operating cost, benefit and payback to support the investment decision.

Outcome and evidence

- The business case estimated £150,000 benefit by 2020 against approximately £5,000 annual running cost.
- The reported forecast payback was about two months.
- Realised savings were not evidenced in the supplied material.

What this demonstrates

- Vendor-neutral, process-first diagnosis.
- A quantified recommendation even when the answer is not automation.
- Prevention of failure upstream rather than faster processing of avoidable demand.

EVIDENCE CLASSIFICATION

Status: practitioner-reported

Metric classes: forecast business-case value

Hold until owner confirms contractual confidentiality and recognisability review.