

The right answer was training — not more technology

Upstream prevention and a quantified business case instead of a back-office automation solution.

£150,000

Annual value forecast in the approved business case

Forecast in the business case, not a measured result.

Approx. £5,000

Annual running cost forecast in the same business case

Forecast in the business case, not a measured result.

The operational challenge

- Smart-meter installation failures created downstream operational work and avoidable demand.
- The key question was whether the failure should be prevented upstream rather than processed faster downstream.

What Leania delivered

- Used Gemba observation, value-stream analysis and stakeholder discovery.
- Traced avoidable work to upstream call handling and installation preparation.
- Developed a business case for targeted training and a small call-time increase rather than new technology.

Outcome

- The business case estimated £150,000 benefit by 2020 against approximately £5,000 annual running cost.
- The forecast payback was about two months; realised savings were not evidenced.

Engagement details have been anonymised. Client-specific systems, operating data and commercial information are not disclosed.