

CH Consulting Group

Expert Guidance • Proven Results

CH Consulting Group Case Study: Operation Optimization

The Back Story

Company is a financial services corporation. It was founded in 1880, and serves more than fifteen million clients in the United States, manages over \$60 billion in assets, and provides over \$1 trillion of life insurance protection. The business line specializes in employee insurance and has a home grown contact center with no contact center expertise. Customer calls are directed into the contact center, often times overwhelming a limited staff. A second department is utilized as overflow, incurring overtime and backlog of primary function.

The primary customer service department has 26 Customer Service Associates and has a seasonal spike from September through February due to employee enrollment. They budget \$400K annually to hire 8 to 10 temp employees to help handle the increased work volume. Additional help is utilized from another department during these high volume times which consume 30% to 45% of its time. Also complicating things for the company is the fact that its Clients require Service Level Agreements (SLA's), such as the obligation to answer a call within 30 seconds, and assesses financial penalties if not met.

The Pain

- *Lack of Contact Center Expertise*
- *No Statistics*
- *No Single Call Experience*
- *High Call Volumes*

The company conducted an initiative to assess the opportunity to improve the customer experience and operational efficiencies by centralizing select services. The results of the assessment showed that there were areas where customer services could be consolidated and the initiative has been started.

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Leaders from two separate business lines have agreed that it would make sense to combine its two customer experience groups into one. The objective focused on these key points:

- Gain efficiency
- Employee Engagement
- Improve Customer Experience
- Utilize Best Practices

CHCG's Role

CHCG came in as consultant to provide expert contact center advisement. This was done as a remote and onsite position which entailed observing the contact center as a whole, benchmarking current day operation results and making recommendation for a roadmap and project plan to combine the two contact centers while meeting the key objectives. The focus was on how to blend the contact centers, as well as how to reduce the temporary staff and minimize the hours from the secondary department while maintaining or exceeding Service Levels.

In addition, the client asked for a recommended organizational chart (with job descriptions) that best demonstrated efficiencies and employee growth, and a method to capacity plan the contact center with a recommended headcount.

The Outcome

◆ **Benchmark**

The company had no data on cost per call or an accurate method of capacity planning and wanted to know how they measured against industry standards for customer service contact centers. CHCG provided detailed data with industry standards and where the company contact center currently stood against the competition.

◆ **Organizational Chart**

CHCG recommended a more lineal organization chart that eliminated the secondary supervisor roles and centralized the reporting and administrative duties. This organization structure focused on providing immediate assistance to the staff for more control over performance guarantees and contact center service levels. There was also a 'future state' organization chart that allowed the company to grow into a larger contact center.

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◆ Recommendation

With a lack of technology in the contact center, CHCG provided a short and long term recommendation plan which encompassed easy wins and low cost initiatives, and a longer technology plan that measured the investment with the company's long term goals. The overall detailed recommendation identified which initiative met the key points of the company's goal.

◆ Project Plan

The company asked for a detailed project plan on how to gain efficiency, reduce costs and cross-train the two customer service departments into one. CHCG provided a 3-month project plan that included the consolidation of the contact centers, as well as a 1-year road map that outlined the cross-training of the contact center.

Final Summary

Within six-weeks the company had an executable plan that clearly outlined the benefits of each initiative. We were able to achieve the following for the client:

- *45% reduction in temporary labor expenses*
- *50% reduction in secondary phone support*
- *28% reduction of overtime*
- *50% Reduction in away from desk*
- *27% Increase in productivity (blended agents)*

Great care was given to the customer experience the cost of business. Capacity planning templates were provided with goals and solutions. Ultimately, the client was able to save over \$500,000 through efficiency gains.