



CH Consulting Group

PROVING THE POWER OF CONTACT CENTER BEST PRACTICES

An online auto insurance company partnered with CH Consulting Group to optimize its contact center people, processes and technology to support company expansion.

OVERVIEW

Client is an exclusively online auto insurance company delivering better customer service at a lower rate than traditional providers. Operating in 20 states and almost 10 years old, the company was designing a growth strategy and needed help assessing its current systems' abilities to keep pace with increased business.

Specifically, the client needed a clear plan to optimize current contact center operations and increase efficiencies in order to achieve scalability during expansion.

CHALLENGE

Established as an online business, the client planned for all customer issues to be handled via the website. The contact center was not established as part of the business foundation, which led to several factors that were inhibiting growth:

- Standard contact center KPIs were not tracked or measured so leadership didn't have accurate and complete data to make informed decisions.
- Disparate technology systems lacked contact center capabilities, resulting in poor customer service, declining customer experience and the threat of lost revenue.
- Lack of processes around workforce management, quality assurance, training and recruiting drained resources and lead to overall low employee satisfaction and high turnover.

As the company grew, customers wanted to talk to people who could quickly help them. The result was angry customers venting frustrations on social media and an overwhelmed contact center facing a 50% abandoned call rate and backlog of unresolved tickets.

360 ASSESSMENT

Upon completion of the assessment, recommendations for immediate and future improvements were made across seven areas:

- Employee engagement
- Recruitment and hiring
- Training
- Data analytics and KPI's
- Quality Assurance
- Workforce Management
- Technology

SOLUTIONS

While changes and improvements across all areas positively impacted the business, the final two were most measurable.

01

Workforce Management

The CH Consulting Group team established a centralized WFM process that utilized call volumes for staffing projections and a weekly schedule based on WFM best practices. This included assigning phone representatives and chat representatives for each hour to improve efficiency, reduce workload, increase staff morale, and provide consistent customer experience.

The team also implemented a system for backlog ticket management that included assigning one representative responsible for overnight backlog and email tickets every day, as well as parameters for solving or opening new overnight tickets within 24 hours of receipt and new email tickets within 48 hours.

Because the client lacked a process for measuring productivity, the team implemented performance tracking at the agent level and developed systems for coaching and creating a culture of continuous improvement.

02

Technology

The client's use of a CRM with no ACD phone system or skill-based routing in the IVR was essentially functioning as a volume management system and didn't include any method to track agent utilization.

After 10 minutes in queue, in-coming calls were sent to voicemail that was not monitored. Furthermore, calls were automatically disconnected after only a few minutes in queue, causing an excessive number of transferred and repeat calls and a backlog of unresolved customer tickets.

The team identified several "quick fixes" to help alleviate both customer and employee pain points, including:

- Eliminating the ability to leave voicemail messages and increasing the maximum queue time to 60 minutes before disconnecting a call.
- Changing hours of operation to match best practice customer service hours.

Most significantly, the team transformed the client contact center operation to properly handle incoming call, chat, and email volume to improve both employee satisfaction and customer experience.



RESULT

\$300,000
Annual Wage Savings

- Increased the agent utilization rate from less than 50 percent to 65 percent.
- Increased agent productivity by 30%

KPI Improvement

- Reduced abandoned calls from 29% to 15%
- Reduced missed calls from 307 to 141 = 54%
- Reduced AHT from 20 mins to 14 mins