

## CH Consulting Group Case Study: KPI & Outsource Strategy

### The Back Story

Company is a leading insurance and reinsurance company in Peru, and one of the largest in Latin America. Because of the breadth of service offerings, individual work teams have been developed within the company rather than one centralized, efficient contact center structure for all inbound, outbound, customer service, sales, email and chat support services.

Due to growth, the company desired to streamline internal processes and best practices to create an updated outsource and internal operational structure to support volumes and business lines moving forward. Company was also undergoing an Outsource Vendor RFP process to evaluate whether or not they were going to move their existing contact center business to a new vendor or to expand the services and bring in new business lines to the existing vendor.

The company was mid-process of the RFP when they sought out a contact center industry expert consulting service. The immediate need was to review the RFP prior to final distribution paying particular attention to the Key Performance Indicator (KPI) and goals contained within. The company wanted input on both their current trends and the established goals by KPI, by business line and by call type. Additional assistance and input was requested of the consultant with regard to evaluation of the submitted RFP responses and vendor proposed pricing models.

#### **The Pain**

- *Un-unified Service Divisions*
- *Inadequate KPI Management*
- *Unquantified Goals*
- *Lack of Contact Center Industry Knowledge*

### CHCG's Role

CHCG conducted a thorough review of the company's full operational overview and all included KPIs, goals and penalties associated with the RFP. Feedback and recommendations were provided under 5 key areas of disclosure/information gathering in the RFP process which included: Technology Requirements, Call Volume Data, Vendor Operational Processes, Reporting/KPIs/Metrics, and Pricing. CHCG also provided additional recommendations regarding the structure of the outsource strategy deployed by the company regarding vendor selection.

A separate KPI Metric Report was also provided to the company to detail relevant metrics related to service performance in the insurance services industry. Utilizing existing expert experience to confirm

industry standards, CHCG created a document that outlined different metrics by definition, calculation and goals specific to the company's operations related to service performance and profitability. Metrics were provided for call handling (28), email (6), and chat (7) services. Additional input regarding metric reporting to appropriately review, monitor and utilize the available call center operational data that should be available both internally and with the vendor were also included.

## The Outcome

- ◆ **Business Metric Management.**  
Provided a customized, comprehensive, and measurable framework for the company to manage their business, outsource vendors that is balanced to their own business needs, KPIs and industry standards.
- ◆ **Operational Efficiency.**  
High level feedback and metrics were provided for agent and vendor management regarding operational performance indicators of customer experience that can be positively impacted through training and staff management. Strategy and operational recommendations provided.
- ◆ **Contractual Support.**  
Negotiated industry best practices and standards into the company's operational standards, KPIs and metrics. Established fair KPI based pricing model based on revised, qualified and quantified metrics. Evaluated vendor submissions and provided analysis on proposals and pricing.
- ◆ **Vendor Management.**  
Provided strategic operational roadmap for vendor's project management as well as company's management of the vendor. Ensured contractual expectations, standards, pricing and penalties were aligned with industry standards and best practices.

### **Final Summary**

*CHCG provide the needed contact center experience to the company's RFP to ensure best ROI and vendor support was derived from the process. Incorporated best practices in contact center operations, IT and management into core business operations. Experience Matters.*