

# CH Consulting Group Case Study: Technology Implementation Project Management

## The Back Story

Company is a specialty niche BPO in business since 1990 with multiple call centers in the Midwest. The company offers appointment scheduling with on-demand help desk support, as well as email, direct mail and outbound call campaigns customized to drive business to their clients.

The company was experiencing extremely high difficulties with obtaining and utilizing accurate data from their current phone system, hindering growth and expansion. The company was looking to implement the needed technology within their call centers that would improve processes, increase revenue and support their projected growth. Without the right technology in their call centers, the company was unable to accurately measure their internal costs of doing business which contributed to years of poorly priced accounts and inaccurate billing.

The company sought out an industry expert consultant to lead them through the entire technology selection process, from start to finish, of identifying and implementing a new call center dialer system. Guidance was requested beginning with business requirements identification and RFP management, through vendor evaluation and system implementation.

### The Pain

- *Inaccurate Operational Data*
- *Ineffective Staff Management*
- *Stagnant Growth*
- *Mispriced Billing Structure*

## CHCG's Role

CHCG conducted a thorough business analysis to establish complete business requirements of the new system incorporating all departments within the company from operations and quality to client services and sales. The final document became an integral piece of the Request for Proposal that was submitted to pre-qualified vendors and utilized in the RFP submission review and assessment process. Upon completion of the chosen vendor product demonstrations CHCG provided the company with a pros and cons list of each of the final vendors of which the company chose the finalist from.

Early in the implementation it was identified that the company's agent scripting and system requirements were both far beyond what would be traditionally expected for a 'simple' appointment setting phone call. The amount of by-client customized variables that exist within the automotive industry created a 74-page, dynamically routed, agent script that exceeded the selected cloud-based dialer system's scripting capacities and a customized web-based scripting tool was chosen to complement the dialer system.

CHCG led the entire system implementation process coordinating and hosting weekly meetings and serving as project manager and primary contact to the selected vendor, the company's outsourced IT vendor, the current phone system administrator, the local and long distance telco providers, and acting on behalf of the company itself. The phone system was successfully installed with no down-time or negative service impact to the company's business.

## The Outcome

- ◆ **Increased Client Satisfaction.**

New technology brought about new ways to customized client call handling and seamless customer service. New data and metrics also highlighted areas where client process changes could improve efficiencies and save money for both the company and the client.

- ◆ **Known Business Metrics.**

Access to all the required business metrics needed to effectively and accurately manage the business, profitability, staff and clients. Peace of mind knowing the data is accurate and complete.

- ◆ **Changed Customer Pricing.**

Conducting ongoing analysis of client profitability and implementing needed price and cost adjustments on accounts that are not seeing profits or have very low margins to ensure that the company is no longer losing money.

- ◆ **Improved Agent Efficiency.**

With accurate data ongoing analysis of agent behaviors, efficiency and utilization continue to identify areas where process improvements, training and management changes can immediately and drastically improve handle time and productivity.

### **Final Summary**

*Within 3 months of operating on an industry-leading cloud-based call center technology system, the company is functioning with greater efficiency, increased productivity, and has realigned its cost structure and client pricing for improved profitability. Technology Matters.*