

Operational Strategy Deployment *Case Study*

Drive Change for Industry Leader in Ignition Interlock Systems

THE CHALLENGE

- The Client's call centers were performing poorly with high abandonment, long wait times and high employee turnover, poor contact center management
- Big decline customer experience due to excessive call volume and the mismanagement of the call volume
- The Client had invested in many technologies but they were not well deployed.
- Organizational structure did not meet industry standards and did not line up with best practices for operational efficiency, accountability and standard workflow



BACKSTORY

The Client is an industry leader in ignition interlock systems that allow individuals and the public to avoid the tragic and life altering consequences of drinking and driving in the U.S. The company provides products such as fuel-cell based ignition interlock devices, portable and home monitoring units for evidential breath-alcohol testing, and ignition interlocks with an integrated camera for alcohol consumption and real-time reporting of violations and vehicle location. CHCG was brought in to evaluate the overall quality of their Customer Experience, technology and operations of their Inbound/Outbound centers located in Ohio and Washington. CHCG assessed people, processes and systems of the Client which included Tier 1, Tier 2 and Back-Office Support groups. The initial discovery unearthed the challenges listed above such as high abandonment rate and poor contact center management.

CHCG was able to determine that through training, improved documentation and consistent use of technology, the Client would be able to see increased bottom line growth through a combination of increased revenues and decreased expenses. For example, investing in documentation could improve increasing utilization rate by 5% could mean savings of up to \$290k per year. Another example is that investing in training could decrease average handle time; by decreasing AHT per call by only 30 seconds could mean savings of up to \$133k per year. The Client lacked clear leadership with contact center experience to drive CHCG's recommended changes. In order to bridge the gap between current state and an optimized future state that is aligned with best practices, it was determined that interim leadership from CHCG would be the best solution.

THE OBJECTIVE

Utilize CHCG resource as Interim Contact Center Leader whose purpose is to drive change by focusing on six key areas: leadership/staffing, workforce management, training, reporting, technology, and process

Revenue gain of
\$3,433,000 due to an
increase in scheduled
installation rates over
5 months.

CHCG'S ROLE

After the completion of the initial assessment revealed several opportunities for improvement, CH Consulting Group was hired by the Client to drive the changes that the Client needed. CHCG provided a dedicated resource in an Interim Leadership role. This resource helped to:

- Complete short-term and long-term staffing/business modeling
- Stabilize SLAs and staffing levels
- Streamline processes and KPI management
- Improved technology strategy and deployment
- Define an organizational and leadership structure that is aligned with industry best practices and best serves an optimized future state

Once CHCG's interim leadership was established, CHCG worked with the Client for an additional 6 months to implement the strategy that was designed at the end of the initial assessment.

THE OUTCOME

The focus on training, documentation and consistent use of technology helped to drive the customer experience, reduce costs and increase revenue. Some notable achievements include:

- 5-month revenue gain of \$3,433,000 due to an increase in scheduled installation rates.
- Average Handle Time improved 1.9% or 12 seconds per call with resulted in annual wage savings of \$34,963.
- Completed reorganization of Contact Center Leadership
- Consistent use of KPI's to determine improvement strategies.
- Implemented Quality Assurance Program with call calibration, sales and service, specific observation forms and ticket based "Continuous Improvement Form" feedback loop
- Improved "Scheduled Install" and "Completed Install" conversion rates
- Improved Trouble Shooting resources for Customer Service agents
- Developed new commission structure with incentives for non-Sales agents
- Worked with HR to create a tiered base wage structure to enable Client to recruit and retain higher quality agents