

High End Consumer Product Customer Service Center

Orange County, California

Background:

The center supports both inside sales and customer service functions.

- Inside sales group primarily supports field sales representatives and major distributors. Each inside sales rep is assigned a geographic territory. Much of the call activity is DID (direct inward dial) into their personal phones. About 10% of the call volume comes through one of several ACD sales queues.
- Customer service agents field calls from dealers, distributors, and consumers. They handle a large variety of call types ranging from warranty registrations, warranty claims, installation questions, to how to use the product.
- The center operates behind an Avaya ACD with CMS.

Major Performance Issues:

- Inside sales issues –
 - Encouraging inside sales specialists to maintain their awareness of the queue.
 - Becoming available when calls are in queue.
 - Consistently placing the phone in an Aux state when they leave their desks (avoiding RONAs – Redirect On No Answer).
 - Detail on RONAs:
 - Since inside sales reps receive only a few calls from the ACD queue, they were not paying much attention to the queue.
 - When their manager focuses his attention on RONA and % of queue calls each agent handled, RONAs disappear and each agent takes their share of the queue calls. When the manager focused on other issues, such as total sales, budgets and the like, the number of RONAs increase, calls sit in queue for extended, unnecessary, amounts of time.
 - A few agents end up handling most of the queue calls.

- Customer Service issues –
 - Service level, specifically agents being available to the queue when calls were stacking up, and the wide variance in average handle time between agents. They established unique skill groups to provide priority routing to certain call types and to keep a count on the type of calls they were taking.
 - Occasionally calls will remain in queue solely because no agents were signed in to handle that skill. They experience large variances in the handle time between agents, particularly after call work, calls per hour, % of time spent in the Aux state.
 - Team leads and managers lacked visibility into the queue when they were working the floor as opposed to being at their desk.

Desired Performance Changes:

- Sales –
 - Eliminate RONAs
 - Get a better balance of queue calls handled among the agent population.
- Customer Service –
 - Encourage agents who are in after call work or Aux to become available when calls are in queue. Many of the calls they take require after call work. Much of this work can be deferred, which agents are encouraged to do when calls are in queue, but not all do.
 - Provide critical queue, agent state and skill information to team leads and managers when they are “on the floor.
 - Encourage agents to better manage their handle time, particularly work performed after a call.

Solution:

After completing a Goal Achieving Metrics™ workshop with Centergistic a combination of publishing methods were recommended to optimize the center’s desired results.

- AgentLink® ribbon – It was decided to show each agent their own performance metrics on critical issues.

- o Sales Specialist AgentLink ribbon –

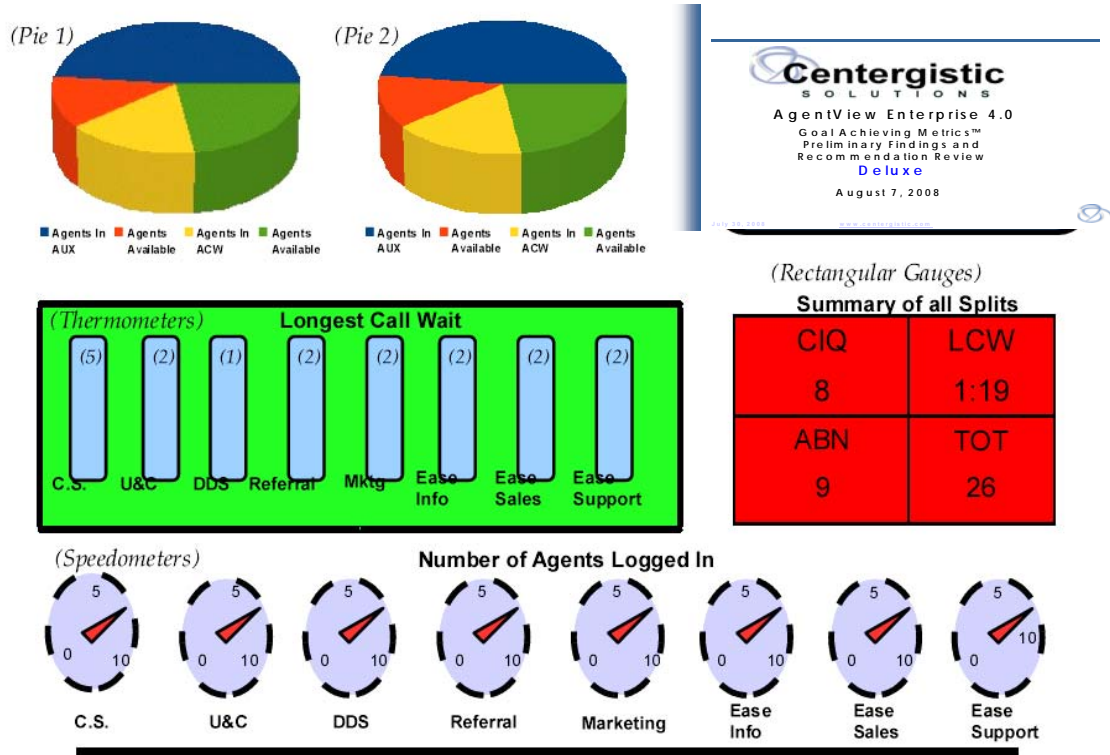
Sales Team Mary Smith							
Preferences		Send/Change		Help			
Total Q Calls	My Q Calls	My % of Q	My Rona	CIQ	Tot Calls Hndld	AHT	% Aux
36	12	32	2	0	30	8:22	22

- o Each sales specialist can quickly see:
 - % of the queue calls they've taken
 - If they are taking their share
 - If they have created any RONAs today
 - How many calls are currently in queue
 - How many calls they have handled today (many were keeping a manual tally)
 - What their average call handle time has been and what percent of their total signed in time for the day has been in the Aux state
- o By setting thresholds on these metrics, each agent knows where they need to place their attention currently.
- o CSR AgentLink ribbon –

Customer Svc Mary Smith								
Preferences			Send/Change		Help			
Signed In	Talk	ACW	Aux	Avg Talk	Avg Wk	% AUX	AHT	LCW
5:17:33	00:00	02:30	00:00	5:40	7:05	15	12:45	6:30

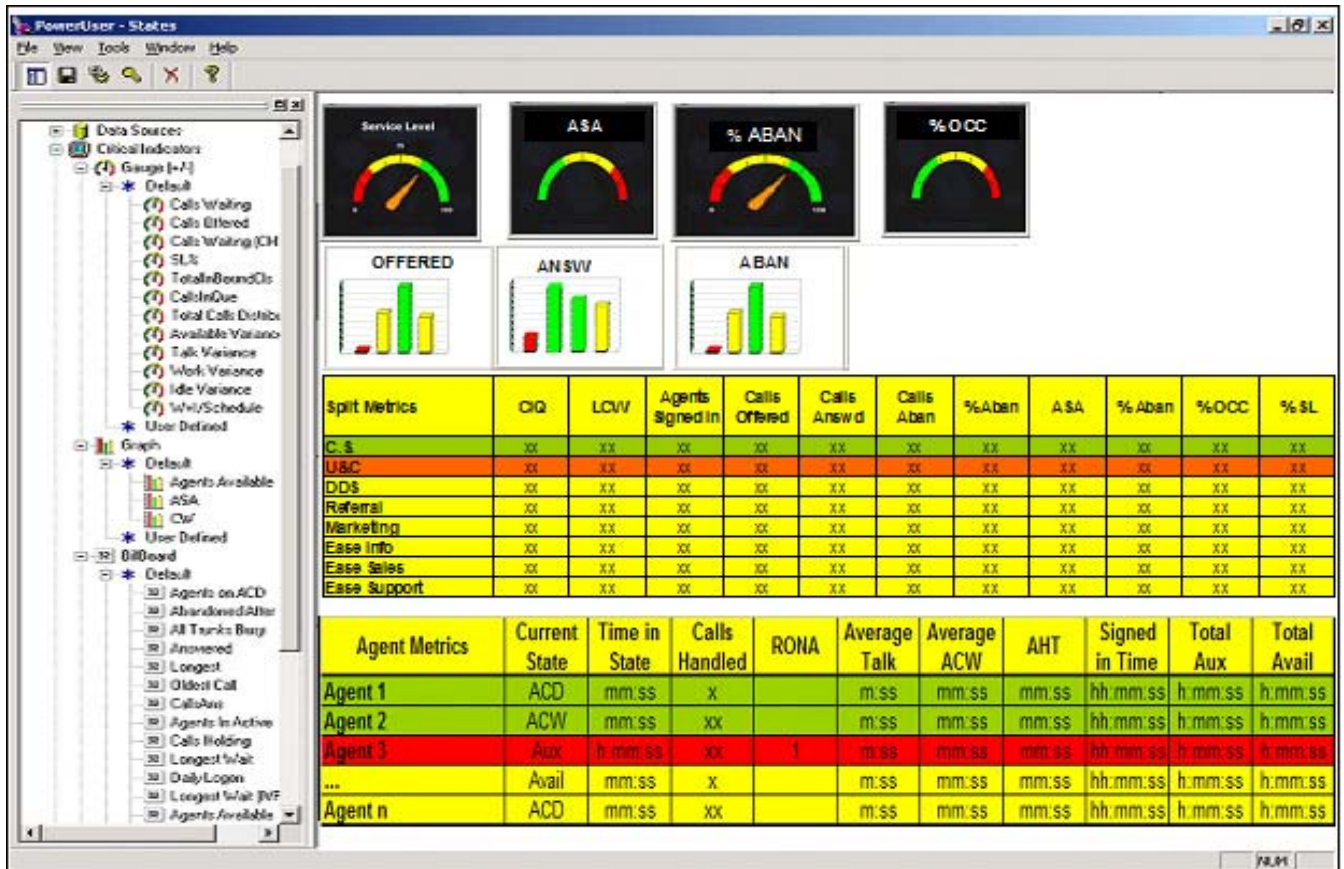
- o Each customer service representative knows how long they have been in their current state.
- o If calls are in queue (Longest Call Waiting) and they are in after call work (ACW or Aux) they are encouraged to defer the work they are doing and make themselves available to the queue.
- o At the end of the day, each agent numbers for average work and % Aux should be within the standards set by management, and similar to the members of their team that day.

- DashView Multi-Media™ graphical flat panel display showing critical information to anyone in the center even when they are away from their workstation.



- This display shows what the longest call waiting is in each skill group, how many agents are logged into each skill group and how many customer service agents and sales specialists are currently in what state.
- At a glance one can identify any skills that have no agents signed into them, and how many agents are in either an after call work state or Aux state and potentially could become available to the queue. The team leads and managers are able to quickly identify when they need to take action to encourage agents to become available. They very likely will want to go back to their workstation to identify which agents to approach.

- PowerUser™ TeamLead/Manager performance dashboards



- Above is the actual preliminary layout for the customer's PowerUser interactive dashboard. While no data is yet being delivered, it will give the supervisors a single view of critical metrics. They can click and drill down for detail as needed.
- Critical group metrics such as Service Level, and Occupancy information is displayed in gauges.

Expected Results and Benefits:

- Increased agent utilization (calls per paid agent hour)
- Improved service level – providing a better customer experience
- Reduced RONA – Significant improvement in customer experience
- Reduced handle time as agents will be handling fewer calls starting with a customer complaint

The improvement of the above metrics collectively is anticipated to create an overall lift in performance. This is not only due to the Goal Achieving Metrics and the availability of these key metrics by the entire team, but also due to some very important intangibles; human awareness, self-management, positive motivation and accountability.

For more information on this customer and details about the solution presented, please contact us at 800 CSI-5050 ext. 420 or visit our website at www.centergistic.com.