



The Client

A BPO global leader in providing technology-enabled business solutions and services. The BPO Level 1 technical helpdesk sat in North America and provided desktop technical support for external clients and internal users. This team was the first line of support that would remotely help end-users with issues such as password resets, software downloads and email. This team also dispatched onsite technicians to the user location if remote support was unable to solve the issue. The project spanned three locations in North America (Texas, Connecticut and Montreal).

The Challenge

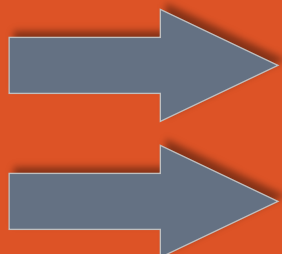
The three locations had many challenges to overcome. Additionally, Montreal was a newly created site within four months of the project launch. Challenges included onboarding accounts with limited historical trending data and an inability to effectively leverage the workforce across multiple accounts due to incompatible systems. The organization struggled to meet the 24x7 multi-lingual coverage requirements, leaders across the three locations had very different approaches to managing quality, performance and cost and attrition rates were unsustainably high. Very aggressive SLAs were in place and service level penalties routinely soared into the millions. Poor integration and communication with Level 2 support resulted in customer delays and frustration. It was a pressure packed working environment to say the least.

The Solution

We developed a central WFM center of excellence. This created a better teaming atmosphere and enabled the ability to leverage capacity across all locations. We addressed undesirable behaviors and eliminated an auto ACW and manual call answer process, leveraging existing technologies to reduce ASA and AHT. We defined, measured and accurately scheduled all non-phone work, moving it to low volume periods to maximize resources and provide the highest level of service.

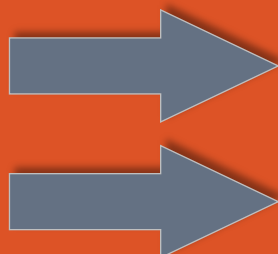
We standardized critical work processes across all three locations and implemented a “Training Lab” to monitor the training progress of new hires. We implemented consistent management disciplines with “Diagnostic Road Maps”. This approach gave managers the ability to pinpoint performance variances and enabled them to take immediate corrective actions if required. We cross trained agents on several accounts allowing the organization to tap into previously unused capacity across the network. Finally we provided consistent reporting, KPIs and metrics across all locations to enable the management team to have improved intraday visibility to service and adherence, and proactively understand and address schedule and service gaps and identify performance root cause, skill vs will issues. All of these efforts combined to provide excellent results for our client, resulting in an expansion of the project to include locations in EMEA and Australia and expanding the scope to include both Level 2 and Level 3.

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3.7:1 ROI
6M savings

40% Improved
Service Levels



34% Reduction in
AHT

39% Fewer
Abandoned Calls

Results

