



The Client

A global, billion dollar Software 500 member that is a leader in enterprise performance management software. Over the past 10 years the organization experienced tremendous growth through acquisitions and increased market share. In the midst of this hyper growth, the company recognized that in order to continue exceeding shareholder expectations a greater focus on customer experience was required.

The Challenge

For this leading performance management software provider, the challenge was no more evident than in its own customer support operation where it had to effectively scale in order to improve quality and service, while controlling cost. As a result of so many acquisitions there were five separate support locations, four in the US and one in India, all of which had different product knowledge, skill sets and management approaches.

The Solution

Our expert team of consultants deployed the company's WFO Suite internally, which consisted of Scorecards, QM, WFM, Customer Surveys and a Knowledge Management System. A sort of "Eat your own dog food" approach. The company had previously deployed the suite prior to this engagement, although unsuccessfully. Well, the software had been deployed successfully, but no results were obtained from the deployment; it simply became shelf ware.

We started our effort by identifying areas of improvement opportunity and came up with seven project tracks: customer service / responsiveness, CRM quality and consistency, internal SLA management, backlog management, escalation management and KPIs, metrics and visibility. This was all brought together via a performance management scorecard supported by world-class management methodologies. We used activity based costing techniques to measure day-to-day activity, establish a performance baseline and create a much needed metrics-based culture and approach. We created new KPIs and more accurately defined and measured existing KPIs, which supported the newly deployed management processes and disciplines. This effort placed focus and performance visibility on areas of opportunity, streamlined customer and internal processes, provided clarity to daily agent performance and management expectations, all resulting in improved visibility across the support organization. The results were fantastic.

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CSAT +23%
Productivity + 30%

50% Reduction
Backlog

39% Improved
Service Levels

25% Reduction
Same Day Close

Results

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