CASE STUDY

The Client

The country's largest provider of health insurance maintained six steady-state contact centers offering customer care to more than 40 million customers. The centers supported chat, email and voice channels (30 million calls annually). State of the art technologies were used effectively to run the business and deliver on its promise of service and quality. During open enrollment the centers employed more than 4,000 customer service reps.

The Challenge

An organization of this size creates an enormous amount of data. When analyzed properly, this data can be used to improve virtually any aspect of the business including operational effectiveness, customer satisfaction, employee engagement, recruitment or fraud detection to name a few. The company had tried several times to develop an internal Analytics team, each time with limited success, until finally they decided to look externally for support.
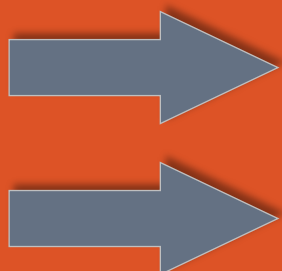
The Solution

For three years, our consultants led the Analytics team. During this time, we completed 60+ in-depth analyses covering topics such as: Quality Assurance; Resolution Center Design; Forecasting for Volume and Staff; Call Drivers; Repeat Calls; Web Chat Capability Modeling; True Demand; World-Class CSRs; Pre-Hire Assessment; CSAT Correlation; and CSAT Benchmark Analysis. We analyzed data from WFM, QM, Speech Analytics, HR and Payroll systems. Below are high-level findings of a Quality Benchmark Analysis we led:

The QA program was found to be in good health, including the quality culture, management and CSRs buy-in, number of audits conducted, monitoring techniques utilized and technologies employed. A benchmark analysis of 10 private industry forms shows that the QA scorecard targets the right soft skill measures. The scorecard ties multiple soft skill topics to one measure. This design effectively satisfies broad-based quality objectives but masks CSR coaching opportunities. To address this, supplemental measures should be added to the scorecard, which will surface coaching opportunities without impacting current scoring or reporting. Scoring 200 calls using a modified scorecard revealed coaching opportunities currently undetected. Leaders are asking for more granular scoring of quality and while the speech analytics solution supports QA efforts, a robust quality program and effective scorecard design will always be needed. Additional training is required to better utilize the 'yes with coaching' option. Three recommendations resulted from this analysis: (1) Improve use of the 'yes with coaching' option; (2) Increase weighting of the customer service portion of the quality score to 40%; (3) Add soft skills criteria to the scoring process. Specific suggestions were made regarding this last recommendation.

All recommendations were approved and the analysis served as a springboard for a redesigned quality scorecard, new scoring criteria, updates to the performance management scorecard and the Providing Peace of Mind (PPoM) initiative, which led to 26 straight months of year-over-year improvements in CSAT.

Ran Analytics Group for 3 Years

Conducted 60+ Analyses

Closed Client Gap by Delivering a Targeted & Expert Staffing Solution

Results

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