

CASE STUDY

CREDIT UNION SUPPORT COMPANY

Client Challenges



Increasing Attrition
Retaining Talent



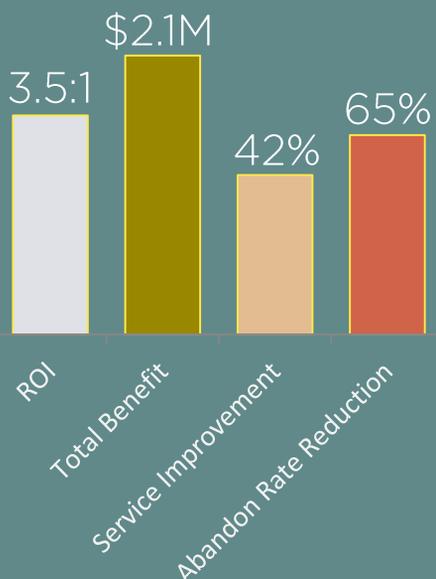
Agent Development
Agent Coaching
Active Supervision



Workforce Management
Use of I3 Optimizer

Results

We offer a guaranteed 2:1 ROI.
If we don't deliver, we don't get paid. It's that simple.



Solution Overview

We started the client relationship by conducting a two-week Analysis to fully understand the current state, create the business case and design the implementation plan. We proposed an 18-week project and **guaranteed benefit of \$1.2M**. The client agreed with the findings and approach, liked what they saw in our team and moved forward with the project. During the project, 61 improvements were made in the areas of management discipline, use of existing technologies, process changes, call segmentation and employee development.

Key Elements of Solution

- Increased team leader coaching 17 hours per week per team leader
- Developed guidelines and implemented behavior change for active supervision including: leading by walking around, side-by-sides and QC
- Eliminated unnecessary customer verification
- Scripted more efficient call closing and verification
- Deployed ASCEND PM Suite and implemented System For Managing
- Designed and implemented call segmentation model
- Designed new agent schedules for 250+ agents and seven queues
- Conducted shift bid; implemented new schedules
- Introduced intraday net staffing and service analysis
- Improved use of Interaction Optimizer WFM software
- Reduced overtime \$300,000 annually
- Increased VTO 1,000 hours monthly
- Lowered team leader walls to improve line of sight
- Reduced new-hire training time 50%
- Conducted gap training to support new call center design
- Created career path and conducted feasibility analysis
- Moved from weekly to daily feedback for agents
- Revamped attendance policy and implemented changes

The last day of the project the CEO said, "Thank you guys. This is just amazing work." He has since introduced us to several peers and asked us to present at a national conference they host. Quite simply: there's no better endorsement for a company like ours!