

CASE STUDY: CALL CENTER PERFORMANCE IMPROVEMENT

Overview

A major telecommunications company sought to reduce customer churn. 11,000 agents supported over 20 million customers. The company had the fastest growth in its segment based on the brand promise of superior customer service. A comprehensive program was introduced comprising of a recruiting, benefits; compensation and performance management designed to attract, retain and motivate its front line call center personnel to ensure that the client delivered on the brand promise. A sophisticated incentive program was part of this solution.

Incentive Program Design

The client went through four design stages.

Stage 1: Research

The client extensively surveyed and conducted focus groups with employees at all levels to assess their thoughts and beliefs about customer service, and their roles in delivering an exceptional service experience. The company also conducted a range of customer surveys and competitive research. This analysis formed the basis for a new, nationwide customer service program campaign.

Stage 2: Strategy

Branding

The client developed an internal marketing campaign building off its external marketing efforts.

Investment

On plan investment levels were set in excess over \$200 per employee on an annual basis.

Structure

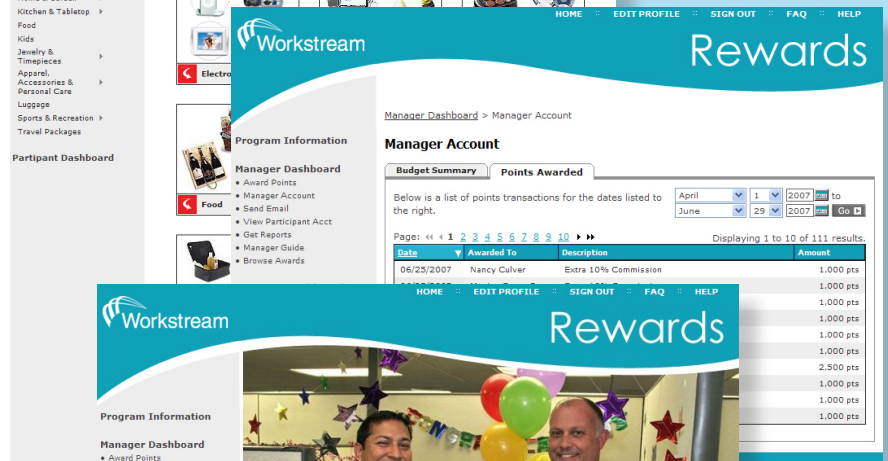
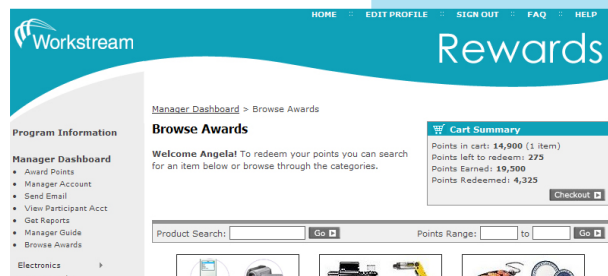
The incentive program included three tiers.

Level 1

All call center personnel were able to earn points based on meeting or exceeding their monthly target metrics. Each earned point is worth \$1 toward a variety of reward options.

Level 2

Level 2 incentives recognize the top 10 percent of each eligibility group within each call center with an over and above reward.



Level 3

The Elite Level 3 recognizes the top one percent of each eligibility group nationally with a national event.

Measures

Measures included the following.

- QA Rating
- Service Level Rating
- Audit Accuracy Rating
- Resolution Rating
- Coaching Effectiveness Rating
- Productivity Rating

A maximum of three key performance indicators were applied to each work group and weighted differently depending on the work group's role in the overall system.

Stage 3: Execution

The client used Workstream's Enterprise Incentive Management platform to coordinate all elements of the incentive program. The application supported multiple dashboard views based on hierarchy (Program owner/Manager/Participant)

Campaign management tools including

- Email and Web-based communications
- Work group management
- Discretionary points allocation
- Plan generated points allocation
- Budget controls
- Scoreboards
- Online query-based reporting/data export
- Points balance management
- Participation redemption processes and customer care
- Rewards management

Stage 4: Evaluation

The client gauged the impact of its program through an ongoing series of audits, focus groups and weekly conference calls to stay on track and improve the program.

Results

The client has achieved the highest ranked Customer Care performance by J.D. Power and Associates for three years in a row (2004 - 2006). Significant performance metrics such as quality, accuracy, and productivity were greatly improved. Improvements in employee statistics included decreased attrition and decreased absenteeism.

About Workstream Inc.

Workstream provides enterprise workforce management solutions and services that help companies manage the entire employee lifecycle – from recruitment to retirement. Workstream's TalentCenter provides a unified view of all Workstream products and services including Recruitment, Benefits, Performance, Compensation, Rewards and Transition. Access to TalentCenter is offered on a monthly subscription basis under an on-demand software delivery model to help companies build high performing workforces, while controlling costs. With 9 offices across North America, Workstream services customers including Chevron, Eli Lilly Canada, The Gap, Home Depot, Kaiser Permanente, Motorola, Nordstrom, Samsung, Sony Music Canada, VISA and Wells Fargo. For more information visit www.workstreaminc.com or call toll free 1-866-470-WORK.



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