

Call Center: Efficiency and Effectiveness

State of client

AC Tech Company is a service provider of specialty applications to multiple clients with many users. To create a better customer experience *AC Tech* provides technical service for its clients to ensure the user adequate up time and to solve general technical issues.

AC Tech Company currently has a call center that addresses technical support issues at various levels of difficulty for clients. The company currently has level 1 and level 2 service engineers and field service technicians to work one-on-one with the clients. These different levels of service are compensated very differently and are commonly used to work on similar issues.

In addition, there is minimal tracking of individual performance and the annual review for employees is sporadic. Currently, expectations for high growth (25% increase in clients) have *AC Tech* considering purchasing a new facility and increasing work force in all levels of support.

Approach for impact:

- Observe day-to-day activity of each technician and engineer
- Analyze call volume and identify complexities in different call types
- Determine cost per issue (handling time per minute based on technician type)
- Conduct a team workshop to understand true value-add activity at each level of tech support

Results

- Reduction of non-value add (administrative, incidental, etc.) activity for each technician and cross-training to increase utilization by 25%
- Complexity based call routing to correct technician type or specialty groups (identified by high volume) reducing call escalation to higher cost FTEs by 20%
- Creation of standard operating procedures for quick and accurate handling of calls with approaches for best results reducing call handling time and call back rates
- Identification and implementation of key metrics to track efficiency and effective handling of calls with proper feedback loops and performance management
- Reduction of average FTE needs by 35% and continued use of current facility