

## Improving Efficiency in the Customer Contact Center

### *Industry & Client Situation*

For any auto insurance carrier, an efficient and effective customer contact center is indispensable to business success. The contact center is the company's principal vehicle for building customer relationships and the number one driver of customer satisfaction. A first rate contact center is a distinct competitive advantage.

Our client's CFO and the head of its customer service organization engaged Bridge to improve contact center efficiency while maintaining, and if possible enhancing, service levels.

### *Approach*

The primary drivers of call center workloads were the number of calls coming into the call center, call handling times, and the share of service requests capable of being handled through self-service channels. As part of our approach we:

- Developed our fact base
  - Familiarized ourselves with the operation
  - Profiled calls coming into the contact center
    - Analyzed call logs completed by quality monitoring
    - Recorded calls and evaluated them
    - Developed an understanding of how calls were handled
    - Reviewed training materials and support tools
    - Listened to calls live and analyzed call handling practices
  - Developed an understanding of current CTI/IVR and Web capabilities
- Identified and prioritized potential improvements
  - Conducted work sessions with contact center management and others to identify potential improvements
  - Evaluated and prioritized improvement opportunities
  - Completed follow-up analysis as needed
- Determined potential impact of identified improvements
  - Estimated number of calls that could be eliminated and impact on cost
  - Estimated number of calls that could be handled through CTI/IVR or Web site and impact on cost
  - Estimated potential reduction in handling time
- Prepared high-level implementation plan
  - Defined key elements of implementation program
  - Outlined recommended implementation team structure
  - Prepared near-term action plan

### *Results*

Our study identified a slate of opportunities to reduce aggregate talk and hold time by double digit percentages, allowing customers to have quicker, more satisfying interactions. Recommendations included standardizing call handling practices, launching a focused and comprehensive Web-based customer support adoption program, executing a number of process improvements, and developing highly-focused transaction processing capabilities within the CTI/IVR to enable a reasonable number of calls to be handled directly within that system.