

## Identifying Opportunities to Improve Efficiency in the Customer Contact Center

### *Industry & Client Situation*

For any direct insurer of autos, an efficient and effective customer contact center is a core requirement to business success. The contact center serves as the nexus for customer relationships and, done well, a competitive advantage driving increased customer satisfaction. As part of a drive to continually improve performance, our client sought to augment the efficiency of the customer contact center while maintaining (and even enhancing) service levels.

### *Approach*

To address this business imperative, Bridge Strategy Group was asked by the CFO and the head of the Customer Service organization to identify opportunities to minimize calls coming into the call center, reduce the handling time for calls, and increase the number of service requests handled through self-service channels. As part of our approach we:

- Developed Our Fact Base
  - Familiarized ourselves with the operation
  - Developed understanding of and created a profiled calls coming into the Call Center
    - Analyzed call logs completed by quality monitoring
    - Recorded calls and analyzed them
    - Developed understanding of how calls are handled
    - Reviewed training materials and support tools
    - Listened to many calls and analyzed call handling practices
  - Developed understanding of current CTI, IVR and Web capabilities
- Identified & Prioritized Potential Improvements
  - Conducted work sessions/discussions with Call Center management and others to identify potential improvements
  - Assigned an initial priority to identified improvements
  - 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 developing and implementing standard 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 IVR to enable a reasonable number of calls to be handled directly within that system.