

Managing Operations Costs

Workshop for Customer Contact Professionals

Product No. 10285

Response Design Corporation
CREATING THE UNCOMMON CALL CENTER



Overview

Managers in this interactive workshop learn to control or reduce the costs of their customer contact operation. The workshop involves a Response Design facilitator and a management team consisting of five to seven individuals representing a cross-section of center leadership and frontline. The workshop utilizes a reusable framework that creates a culture in the center of constantly seeking cost-cutting opportunities.

Workshop objectives

At the end of the workshop, the team is:

- able to assess and identify cost control initiatives,
- able to use a toolkit for ongoing cost control assessment, and
- has a set of prioritized cost initiatives tailored uniquely to the organization.

Workshop agenda

We facilitate the team through a decision-making process that addresses the three components of controlling or reducing inbound contact center costs; these areas are:

1. Handle time,
2. Resource costs, and
3. Volume of contacts.

Handle time

We help the team prioritize opportunities to control or reduce handle time by improving:

1. Agent competencies,
2. Systems support, and
3. Customer contact processes.

The team walks through a cause-and-effect exercise that highlights the specific actions available to the organization. For example, it may decide that handled time can be reduced by:

- Designing specific incentives or training to improve agent competencies,
- Developing knowledge-based applications or screen pops to improve system support, or
- Reducing unnecessary activities during the call to improve call process.

Resource cost

We help the team prioritize opportunities to control or reduce the cost of resources by:

1. Driving volume to lower cost channels,
2. Reducing payroll costs, and
3. Reducing overhead costs.



The team walks through a cause-and-effect exercise that highlights the specific actions available to the organization. For example, it may decide that resource costs can be reduced by:

- Enabling greater use of e-mail or Web-based self-service for certain contact types to drive volume to lower cost channels,
- Increasing agent utilization or reducing hours of operation in certain facilities to reduce payroll costs, or
- Reducing turnover or enabling remote (home-based) agents to reduce overhead costs.

Volume of contacts

The contact center team prioritizes the opportunities to control or reduce the cost of resources by:

1. Eliminating the customer's need to contact the center,
2. Minimizing misdirected calls, and
3. Reducing repeat calls.

The team walks through a cause-and-effect exercise that highlights the specific actions available to the organization. For example, the team may decide that resource costs can be reduced by:

- Improving the delivery of products and services, including meeting service commitments, to eliminate the reason for the customer to contact the center;
- Reducing inter-company transfers or providing clear contact information on all marketing material to minimize misdirected calls; or
- Improving first contact resolution rate or using proactive follow-up to reduce repeat contacts.

Prioritization of initiatives

Once the team has identified the specific improvement initiatives available to it, we help it evaluate and prioritize each initiative. Evaluation criteria include:

- Cost savings impact;
- Time-to-implement;
- Ease of implementation;
- Cost of solution; and
- Impact on the center, quality, and personnel.

We also help the team document which initiatives are “quick hits” and which are longer-term solutions.

Preparation

Prior to the workshop, we request and gather information about the contact center such as number and type of misdirected calls, number and type of repeat calls, and use of IVR technology. We use the data to:

- tailor the workshop to the unique contact center,
- provide customized facilitation, and
- ensure the workshop utilizes the onsite time efficiently. We avoid spending time trying to discover required information, or, even worse, failing to reach a decision due to lack of information.



Workshop length

We spend two days with the team onsite to achieve the workshop outcome.

Why Response Design?

Since 1989, Response Design has helped hundreds of companies improve their contact center's efficiency and effectiveness. In partnership with APQC, it has implemented multiple customer contact best practice studies. We are known as a thought leader in the customer contact industry; when companies partner with us, they benefit from our wealth of customer contact intelligence.

When we facilitate the workshop, we ensure that all possible cost management opportunities are uncovered and appropriately applied to the centers unique environment. Our wealth of experience ensures that only viable initiatives are documented and prioritized for implementation.

Fees

Workshop preparation, delivery, and reusable cost control tools: \$7,500 plus expenses