

## Case Study

# CALL CENTRE OPTIMIZATION — CUSTOMER EXPERIENCE

## Company Background

The client is a global asset management and disposition company offering customers end-to-end solutions for buying and selling used heavy equipment, trucks, and other assets. A recent acquisition caused an increase in demand for customer service, which can be seen through the recent surge in call volume into the call centre.

## AT A GLANCE

Increased demand for customer service led to a subpar customer experience not in line with brand promise. TPG improved customer service experience and realigned client-side process to new customer-centric strategic priorities.

## PROBLEM

The client's wait time for customers to **connect to an agent was extremely high**, and was impacting overall customer experience. Customers were **submitting complaints, which were being escalated to the CEO, outlining frustration and disappointment in the client's customer service.**

## OUR APPROACH

*The TPG Roadmap included 9 workstreams to address 75% of pain points, to be executed within 12 months:*

- **Operational Analysis** – Process mapping for entire call centre process to determine efficiencies in process
- **Executive Alignment Workshop** – leadership alignment required as key players had different priorities impacting organizational cohesion
- **Queuing Theory** – Mathematical models to accurately predict queue lengths and waiting time
- **HR Alignment** – Reorganization based on agent utilization rates
- **Operational Readiness** – Future roadmap - new organizational chart and consolidation of sites, updated capacity planning tool, creation of standard operating procedures, agent dashboards and scripts, balanced scorecard

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## Client comments

“ The TPG team was very professional and provided substantial benefits. Never have I seen a project done so efficiently and effectively with such great sustainable results and reasonable costs. I would highly recommend The Poirier Group for performance improvement and transformation engagements. ”

## KEY BENEFITS

# 88%

reduction in wait times,  
from 9 mins to 1 min

## RESULTS



### Action Items:

- Integrated **chatbot functionality** to provide an alternative, self-serve option for customers , alleviating inbound calls into the call center by **approximately 294,000 calls annually**
- Introduced **call-back feature for customers to be placed in a 'virtual queue'** rather than waiting on the call to be connected with an agent, **decreasing wait times by average 1.32 minutes (plus CSAT)**
- Developed a **centralized learning platform which allows agents to continuously review and improve skill sets, allowing them to decrease the Average Handled Time by approximately 80 seconds per call** — agents are more informed, better and trained and empowered to handle calls quicker

### Key results :

- Stabilized peak times— decreased quarter end run and year end peak (yearly peaks) from 20 mins to 6 mins
- Relieved approximately **71,500 agent hours across various dedicated groups** by automating manual tasks and through impactful process improvement changes