



Case Study: Call Center

- Results:** Included both financial and cultural benefits:
- Conversion rate (percentage of calls that resulted in sales) increased by 50% in 6 years (28% to 42%)
 - Average order size increased by 44% (\$32 to \$46)
 - Delivered tens of millions of dollars of incremental sales annually
 - Quality Assurance scores improved substantially given Agent engagement
 - Perfect attendance award eliminated over staffing requirement resulting in drastic reductions in staffing costs (reduced headcount by 25 Agents per Call Center)
 - Dramatically increased employee retention and pride in working for our client
 - Created detailed cross reference system to enable selling associated parts to primary sale items
 - Renewed *5 consecutive years*
- Company:** National company providing replacement parts to service companies and do-it-yourselfers that repair home appliances
- Timing:** Annual program
- Participants:** Customer Service Agents in 2 Call Centers (500-600 Agents per Call Center)
- Objectives:**
- Transition from reactive to proactive culture
 - Increase order conversion rate
 - Increase average order size
 - Improve quality assurance scores
 - Reduce talk time
 - Improve attendance
 - Sell special emphasis items and overstocked items
 - Improve morale
 - Motivate new reps to accomplish training quicker
 - Make the employee referral program more effective
- Structure:** Participants earned Award Points for their performance to:
- Individual objectives
 - Team objectives
 - Call Center objectives
 - Individual perfect attendance
 - Completing training and taking on team leader roles
 - Recognition by supervisors / call center management

An Employee Recognition System was also part of the overall process which allowed participants to earn ad hoc “Waytogo” Certificates which they could display in their work space.

Waytogo Certificates also earned Award Points and served as entries into monthly merchandise awards sweepstakes drawings.

Communications: Comprehensive creative marketing communications campaign that featured:

- Annual program launch with kick-off celebrations at both facilities
- Ongoing digital and print communications
- Quarterly celebrations of results and awards at both centers
- Monthly performance reporting on all metrics
- Monthly team/supervisor meetings to review performance and celebrate success

Awards: Award Points were redeemable from a selection of thousands of deluxe merchandise awards. Monthly Sweepstakes were for items from this selection.

Important Notes: Measurement structures (program rules) in Call Centers must be critically considered and carefully developed. Some metrics may be in direct conflict with each other (e.g. reducing average call time and increasing average order size per call).

Communications, performance feedback loops and reinforcement schedules must be very frequent in Call Centers to maintain high energy and momentum.

FUSION’s approach to development of the most effective program includes:

- Discovery meetings with senior management to define vision and confirm objectives
- Research at the Call Centers with the Agents and each supervisory level to monitor how they operate, define best practices and confirm critical improvements necessary
- Strategy sessions (internally and externally) with the client to develop custom solutions that yield predictable and measurable results with extraordinary ROI
- Quarterly Analysis to make adjustments to the program priorities and maximize performance