

Case Study: Strategic Response to Managing Attrition in Remote Work



Reduced New Hire Training and Nesting Costs by \$1.3 Million

Introduction

The onset of the COVID-19 pandemic posed unprecedented challenges for businesses worldwide, significantly impacting how organizations operate. Contact centers, in particular, faced drastic changes in call volumes, evolving regional policies, and the urgent need to adapt to remote work environments.

This case study explores the journey of Acai, an extensive program within a prominent outsourcing company, as it navigated these challenges, highlighting the obstacles, strategies, and outcomes of transitioning to a permanent at-home work structure.

**We have changed the business name to protect our client's identity.*

Background

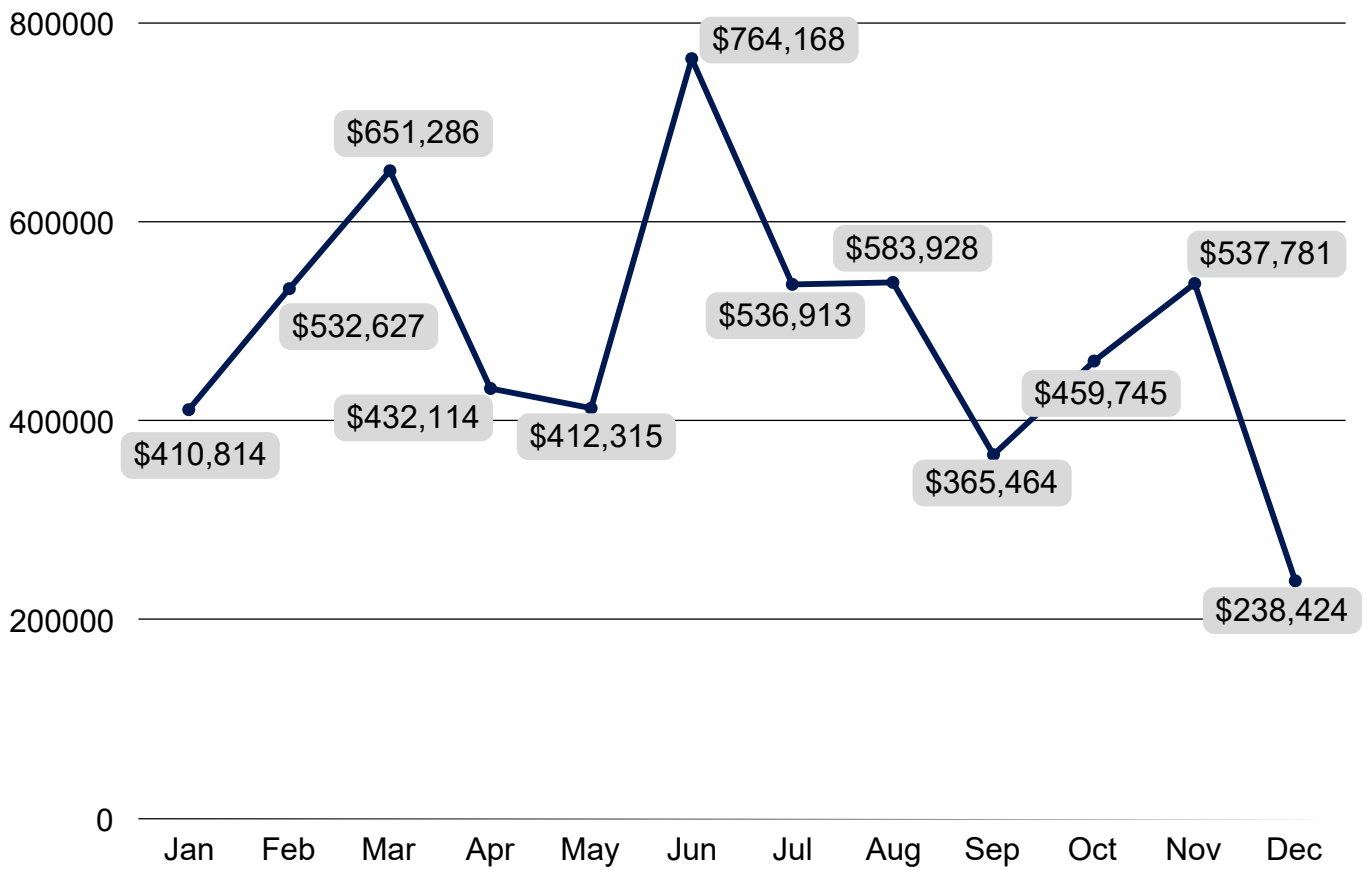
Acai provides technical support across multiple lines of business for a client, with a workforce that seasonally fluctuates but generally exceeds 1,000 employees. The pandemic forced Acai's US operations to shift to a remote work model.

Initially, this transition responded to immediate needs and became a permanent operational strategy. However, while the transition maintained performance levels, it unearthed significant issues with employee attrition, raising concerns about long-term sustainability.

The Challenge

Acai previously achieved certification to the COPC Customer Experience (CX) Standard, a performance management system for contact centers and CX operations. Organizations like Acai rely on COPC certification to improve customer satisfaction, costs and revenue.

While seeking recertification, a COPC audit spotlighted a critical issue: Acai was facing an attrition crisis, costing the company an astounding \$5.9 million. This growing problem, developing over two years, indicated the need for immediate action. **Acai calculated attrition each month but did not view it annually.**



The audit identified two primary factors contributing to the high attrition rates:

- High early-life attrition, suggests issues in the recruiting, training, and/or nesting processes.
- There was insufficient data analysis on the reasons behind attrition, focusing on what happened rather than why.

Notably, Acai retained less than half of its staff for 90 days or more, a period COPC identifies as critical in the employee lifecycle.

Strategy and Implementation

Recognizing the need to understand and address the root causes of attrition, Acai leveraged its management team's expertise in COPC® Lean Six Sigma training to initiate a comprehensive improvement project. The strategy focused on several key areas:

- Revamping the Recruiting Process: Identifying mismatches in job fit during the hiring process.
- Enhancing Early-Life Communication: Ensuring clear communication about job expectations, work hours, and scheduling practices.
- Improving Onboarding: Providing seamless transitions between recruiting, training, nesting, and production phases.
- Equipping Employees: Ensuring new hires have the necessary tools and knowledge for success.
- Supportive Coaching: Enhancing coaching and development practices.
- Acting on Feedback: Prioritizing and addressing employee feedback effectively.

Results

Acai's targeted interventions yielded significant improvements over a five month period:

- Staff staying at least 90 days increased from 44% to 61%
- Annualized attrition decreased by more than 20%
- Costs associated with new hire training and nesting were reduced by \$1.3 million
- 3x ROI in the first year after implementing the recommendations from the COPC audit

Conclusion

Acai's experience underscores the importance of adapting to changing work environments and the value of understanding the underlying factors contributing to employee attrition. By implementing targeted strategies informed by COPC Best Practices and Six Sigma methodologies, Acai not only navigated the challenges posed by the pandemic but also emerged with a more resilient and effective remote work model.

This case study exemplifies how organizations can transform challenges into opportunities for growth and improvement, ensuring long-term success in an ever-changing business landscape.

About COPC Inc.

COPC Inc. provides consulting, training, certification, benchmarking and research for operations supporting the customer experience. The company created the COPC Standards, a collection of performance management systems for customer experience operations, customer experience management, vendor management and procurement.

Founded in 1996, COPC Inc. began by helping call centers improve their performance. Today, the company is an innovative global leader that empowers organizations to optimize operations to deliver a superior service journey. COPC Inc. headquarters are in Winter Park, FL, U.S., with operations in Europe, the Middle East, Africa, Asia Pacific, Latin America, India and Japan. www.copc.com

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