

Case Study: Workforce Management Optimization

Leading Asian Telecommunications Group



About The Client

A leading telecommunications firm throughout Asia, this COPC Inc. client offers a variety of services including mobile, data, internet, cable tv and digital solutions, serving more than 600 million customers worldwide.

The client has a vast network of offices throughout Asia Pacific, Europe and the United States and employs more than 20,000 staff across its locations. The company is focused on its customers and places great value on innovation, teamwork and constant performance improvement.

Challenge

The client felt their workforce management (WFM) function was not fully optimized, thus driving inefficiencies in the allocation of staff members to meet demand. They suspected this gap between supply and demand was resulting in significant additional labor cost to their business. While they knew inflexible staffing rules and high shrinkage was part of the problem, they also knew they lacked the specialized technical skills and industry knowledge to conduct a full internal review of their WFM function and develop best practice recommendations.

Client Objectives

- Optimize scheduling and reduce overlaps
- Improve agent productivity
- More effectively identify drivers of volume spikes
- Build a more effective list of KPIs

Project Outcomes

- Identified opportunities to reduce head count by 35%, lowering costs by \$2.2 million
- Quantified the relationship between service level and CSAT
- Applied 21 recommendations to drive world-class standards

“ This was an in-depth project that provided clear explanations and practical examples from both the COPC Standards and expert consultants. ”

— Telecommunications Group Client

The COPC Inc. Solution

Discovery

COPC Inc. spent a total of three weeks visiting various client centers across Southeast Asia. During this on-site time, COPC Inc. consultants studied a number of areas, including the client's:

- Scheduling and forecasting function
- Calculation of demand requirements
- Scheduling methodology and staffing rules
- Real-time management (RTM)
- Allocation of transactions

The consultants were able to quantify how effectively demand matched labor supply while also determining where there were opportunities for minimizing the gap between supply and demand.

“ The COPC Inc. approach was clear, detailed and provided new insights. ”

Recommendations

Upon completion of the discovery process, COPC Inc. put forth a number of recommendations. Although the goal of these recommendations was to optimize workforce levels, COPC Inc. was careful to ensure recommendations would not compromise the customer experience or targeted service levels.

Key client recommendations included:

- Change the approach to measuring and managing service level to place greater emphasis on the customer experience, issue resolution and quality
- Increase the flexibility of staffing rules
- Deploy a best practice WFM scorecard
- Implement phase training of skill sets and streamlining of current skill sets
- Develop a biannual process to:
 - Evaluate scheduling and work practices
 - Change scheduling practices to minimize unproductive time
- Develop pre-approved real-time management (RTM) plans with greater granularity
- Implement an intraday planning meeting
- Deploy various methods for call spike identification
- Take full advantage of the existing WFM toolset, including inclusion of head count planning and scheduling
- Develop and utilize flex-capability staffing

Discovery

Upon implementation of COPC inc. recommendations, the client is expected to realize substantial savings resulting from a reduction in head count. This reduction is largely due to optimized resourcing strategies that better match labor supply to customer demand.

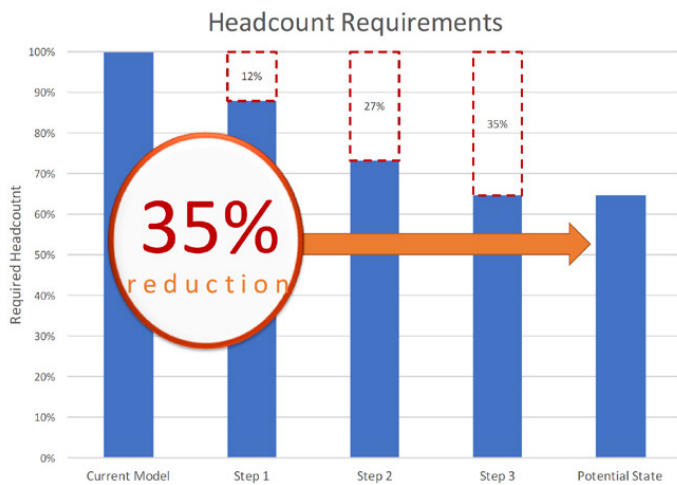


Figure 1

- By following COPC Inc recommendations, the client will be able to reduce head count by 35%, resulting in a savings of more than \$2.2 million annually.
- This projection is based on a reduction of only frontline staff; additional savings would be realized through the reduction of support roles.

Figure 2

By implementing flex roles for customer care operators, the client will be able to optimize staffing levels to meet head count requirements without incurring the costs of carrying additional and often underutilized standard customer care operators (CCOs).

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.

Learn more at copc.com

