



better work, better life

Case study: Call center effectiveness

“The call center is often the first and only link a customer has to a business. Because a customer's experience on the phone can directly affect the way the company is perceived, it is critical for the customer's experience to be positive.”

--Call Center Solutions Magazine

The Client:

An international organization headquartered in New York City dedicated to maintaining international peace and security, developing friendly relations among nations and promoting social progress, better living standards and human rights.

The Challenge:

The organization's primary on-site call center located at its headquarters receives more than 40,000 calls per month from around the world answered in both English and French, the two official languages of the organization.

After years of neglect, the call center had low morale, high staff turnover, and an overall negative image within the organization. As the first contact point for those trying to reach the organization, poor customer service contributed to a negative brand perception worldwide.

The organization chose Adecco to manage the entire call center operation and have it fully implemented over six weeks.

Strategy:

Adecco introduced a modernized call center with a strong emphasis on customer service and rebranded the call center operation the “Telephone Service Center.”

Along with an overhaul of the work environment, we redefined the operator role to attract candidates with more appropriate skill sets and customer service backgrounds. We hired 20 operators and an experienced call center supervisor to oversee the new staff.

Adecco implemented further improvements in the call center such as:

- **Training and coaching:** To give new staffers a better understanding of their job expectations, Adecco held a four-day customer service training program and created an operations manual.
- **Reporting:** We initiated monitoring of all service level statistics including call volume, response times, and attendance; service trends were reviewed on a weekly basis.
- **Communication:** Status and operations meetings were convened to review issues, statistics and reports. The supervisor liaised with other departments in the organization to ensure processes and procedures were properly maintained.

Results/ROI:

The organization realized significant improvements in customer service after Adecco took charge of the telephone center operation. Redefinition of job requirements expanded the operator role, eliminated downtime and offered increased ownership of responsibilities. A greater emphasis on tracking helped staff see measurable results from their efforts and commitment to the call center.

Morale and attendance improved, and the center also experienced better call response time. Fewer calls were placed into queue prior to answering. If a call was moved into waiting mode, it was answered after only five seconds, instead of more than 10 seconds prior to Adecco's involvement. Additionally, 98% of calls were answered within 15 seconds.

Overall, the improved Telephone Service Center helped the organization set a new standard in customer service that could be applied across other areas of the organization.

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